



tricentennial  
**300**  
consortium

**REDEVELOPMENT  
OF WORLD TRADE  
CENTER SITE**

Solicitation No. 4051-01414

April 17, 2013



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April 17, 2013

Honorable Mitch Landrieu  
Mayor, City of New Orleans  
City Hall  
New Orleans, La



**Re: Hospitality Industry - Redevelopment of World Trade Center Site**

**Dear Mayor Landrieu:**

The Tricentennial Consortium (TCC), on behalf of and representing the broad interests of the New Orleans area Hospitality Industry, is proud to submit our response to the Request for Proposal for the Redevelopment of the World Trade Center City, Solicitation #4051-01414.

The Tricentennial Consortium is comprised of a comprehensive group of Hospitality Industry and business stakeholders in New Orleans. This response to the RFP represents an unparalleled effort by the Hospitality community, all "speaking with one voice", in presenting our unified request to the City for a dramatic re-imagining and redevelopment of the World Trade Center site and surrounding public amenities.

This enclosed Hospitality Industry submission is driven by several overarching principles, which we believe collectively hold the key to the future of Hospitality in the City.

1. Fulfillment of the aspirations of the Hospitality Master Plan (see below).
2. An industry that "speaks with one voice" in achieving great things for the City of New Orleans.
3. Creating demand generators, encouraging and enhancing added visitation to New Orleans, and in turn encouraging more private development of "supply" to meet the increased demand.
4. Among the potential demand generators, focusing on "turbocharging" our dramatic riverfront.
5. Achieving and leading the fulfillment of an incredibly exciting, completely re-imagined Phase IV investment by the Convention Center, after over a decade of delays.
6. Advancing, in the most dramatic fashion possible, the upcoming Tricentennial Celebration of the City of New Orleans, which we all believe will also include a Super Bowl in 2018. On this worldwide stage, we will have a once in a lifetime opportunity to showcase our City in the combined atmosphere of a Tricentennial and Super Bowl. We see the redevelopment of the World Trade Center site as being the iconic public centerpiece of this celebration and providing a lasting civic legacy for generations to come.

In considering our response, we would ask the City to consider that the New Orleans Hospitality Industry currently stands at a crossroads as it looks to the future. Our beloved city, and our Hospitality Industry, were devastated by the effects of Hurricane Katrina. But, in the wake of that terrible tragedy came a renewed and determined spirit and commitment to rebuild our city, with the Hospitality Industry – our largest industry and by far our largest employer – playing a major role in leading the way. One of the defining events in constructing the renaissance of the Hospitality Industry was the creation of a Hospitality Master Plan. Developed throughout the course of 2009, under the leadership of then Lt. Governor Mitch Landrieu, this Hospitality Master Plan defined our aspirations, and the overarching strategies necessary to achieve those aspirations.

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Indeed, this proposal by our Industry to comprehensively redevelop the World Trade Center site, is a direct outgrowth and manifestation of the Hospitality Master Plan, as developed under the auspices and guidance of now Mayor Mitch Landrieu.

Thus, in the years since, the Hospitality Industry has followed that Master Plan with dedication and fervor, and much has been accomplished. But there is much more to achieve, and this year will prove pivotal in our efforts to advance each of the key strategies called for in that plan. We view the incredible possibility of re-imagining and comprehensively redeveloping the World Trade Center site and surrounding amenities as a pivotal linchpin to the continued future growth of our industry, and consequently, our City as well.

Put simply, with respect to the World Trade Center site, the unified Hospitality Industry views our opportunity and responsibility as “not just building a Site, but building a City”.

Your consideration of this exciting and transformative plan by our Hospitality Industry is greatly appreciated.

Thank you.

#### THE TRICENTENNIAL CONSORTIUM

*New Orleans Tourism and Marketing Corporation  
New Orleans Convention Center and Visitors Bureau  
New Orleans Ernest N. Morial Convention Center  
Greater New Orleans Hotel & Lodging Association  
Louisiana Restaurant Association  
Audubon Nature Institute  
Louisiana Superdome Exposition District*

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# PROPOSAL DEVELOPMENT

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QUALIFICATIONS & PERFORMANCE HISTORY

FINANCIAL CAPACITY OF RESPONDENT

FINANCIAL FEASIBILITY OF PROJECT

OTHER REQUIREMENTS







## 1. PROPOSED REDEVELOPMENT

### a. Contact List

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Our development team, The Tricentennial Consortium, is made up of leaders in the tourism and hospitality industry, as well as economic development entities, including; The Audubon Nature Institute, the New Orleans Tourism Marketing Corporation, the Convention and Visitors Bureau, the Louisiana Restaurant Association, SMG and the Mercedes-Benz Superdome, and the Ernest M. Morial Convention Center, as well as Eskew+Dumez+Ripple and Manning Architects.

The chief contact on the project will be R. Allen Eskew and/or Wm. Ray Manning, and secondary contacts will be Mark Romig (NOTMC).

#### **PRIMARY CONTACT:**

##### **R. Allen Eskew, FAIA**

Principal

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New Orleans, LA 70130-6101

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#### **SECONDARY CONTACTS:**

##### **Mark C. Romig, APR**

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New Orleans, LA 70130

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#### A Tricentennial Moment

*Make no little plans. They have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone will be a living thing, asserting itself with ever-growing insistency. Remember that our sons and grandsons are going to do things that would stagger us. Let your watchword be order and your beacon beauty. Think big.*

Daniel Burnham (1846-1912)

In 2018, the City of New Orleans will celebrate its tricentennial. New Orleans will be 300 years old, but, in many ways, it will also be 8 years young. During its 300 years of existence, the city has developed a culture, character, patina and soul unlike any other American city. But in the aftermath of Hurricane Katrina, the city was given a unique opportunity to reinvent itself.

In the years following the storm, the city began to build itself back up, determined to stay the path of recovery. And in the winter of 2010, two events took place that marked a turning point for the city of New Orleans; on February 7, the New Orleans Saints defeated the Colts in the Super Bowl, and on the eve of that great game, the citizens of New Orleans elected Mitch Landrieu as their mayor. With his election began an era of excitement, renewed spirit, and potential for accomplishment unequal to any that New Orleans had seen over her glorious 300-year history.

Rolling the clock forward to 2018, the Tricentennial of the City of New Orleans, we face what will stand as a seminal event, on many levels. It will serve as a tremendous source of the following:

- An increase in civic pride
- An incentive to push for the activation and completion of transformative projects and initiatives
- A year-long business and cultural feast, celebrating our City's history and progress leading up to this point
- A tremendous boost to the economy and workforce through the realization of the Hospitality Master Plan

Even after the fireworks have faded and the celebrations have come to an end, the city will have built a lasting legacy for generations to come, featuring a new iconic structure to commemorate this milestone for New Orleans and its community.

#### Design & Planning Leadership

During the years since the creation of the Hospitality Master Plan, Hospitality Industry leaders have come together, all speaking with one voice, to envision the proper setting of New Orleans' Tricentennial Celebration. Leading the vision planning and physical urban design linkages has been the joint venture team of Eskew+Dumez+Ripple and Manning Architects. Collectively, they will facilitate programmatic options, evaluate existing civic infrastructure, and explore iconic design opportunities. On a broader scale, this proposal represents a lead off component of a completely re-imagined Phase IV initiative of the Convention Center, on behalf of our industry. Moving forward, EDR/MA will expand the design and engineering team to bring the necessary expertise and distinction of credentials to executing this most exciting project.

#### Arrangements of Uses and Structures

This proposal, a direct result the 2010 Hospitality Master Plan executed by the Hospitality Industry in conjunction with the Boston Consulting Group (BCG), is an unmatched opportunity to create an iconic public site. These forward-thinking plans can be directly attributed to Mayor Landrieu's commitment to building the economy and quality of life in this City. We believe these plans will increase demand and the supply will naturally follow, resulting in hundreds of millions of dollars being invested in hotels, restaurants, residential developments, and attractions as demand grows. The World Trade Center site provides an opportunity to mark

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the important Tricentennial milestone in our City's existence with an iconic structure that will become a universally recognized symbol for the City of New Orleans. The TCC is proposing to replace a constrained existing building with a civic icon with international recognition and lasting legacy. This would allow us to embrace the majestic Mississippi River and our riverfront like never before, unlocking the foot of Canal and Poydras streets as it has not been since the 1950s and bringing the community, both locals and visitors, back to the water.

In the production of this site redevelopment strategy, evaluation of highest and best uses for this remarkable site revealed that a demand generator to support the hospitality industry's goals, as outlined in the 2010 BCG report, far outweighed the use of the site as a supply-side project (i.e. hotel, residential, or retail). Such supply-side inventory, while crucial to the ongoing expansion of the hospitality economy of the city, need not be placed on this iconic site. Indeed, supply-side site capacity exists in a number of potential development sites, both within the immediate perimeter of this site, and throughout the downtown area. Following the Hospitality Master Plan and fundamental economic principles, what is critical to the hospitality and City economy is to build demand, and supply will surely follow.

By reimagining the potential of the assembled site parcels, a new opportunity for creating a distinguished civic space and site for public celebration comes into focus. By bundling the WTC site with Spanish Plaza, the foot of Canal and the ferry terminal, we create a development site of sufficient size to enable a public attraction demand generator that directly drives the growth of the tourism and visitation industry. The location of this master site at the foot of the City's two great civic thoroughfares, Canal Street and Poydras Street, accentuates its prominence as a site of iconic, civic importance. We propose that this newly reimagined site gets branded in the fabric of New Orleans as Tricentennial Square, entering, by its importance and size, into the canon of historic and established squares in New Orleans (i.e. Jackson Square, Washington Square, Lafayette Square).

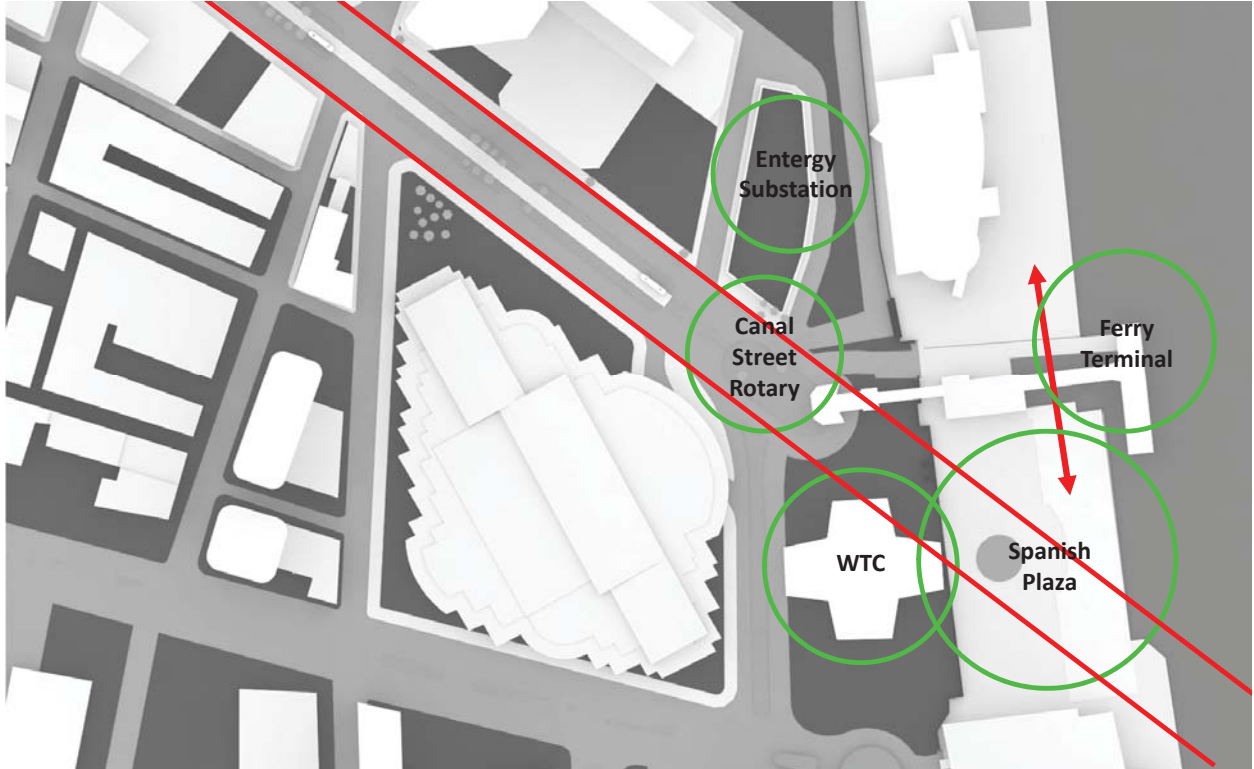
The centerpiece of Tricentennial Square is the realization of Tricentennial Tower, an iconic tower structure adding new civic signature to the New Orleans skyline. The tower would be activated by civic offerings that potentially include a National Wetlands Center, a Tricentennial history of New Orleans, and other cultural and visitor attractions at its base; an observation deck and activity center at its crown; and the potential for an exciting and educational experience in the vertical transportation between base and crown. The Tricentennial Tower will celebrate environmental education while offering unprecedented views and appreciations of this 300-year old city.



Tricentennial Square 8-acre Development Footprint

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Major Development Components of Tricentennial Square

### Site Improvements / Improvements of Surrounding Land Uses

We see the site being developed and activated over the course of five (5) phases.

Phase 1: Demolition of World Trade Center

Phase 2: Site Preparation

Phase 3: Tricentennial Tower / Spanish Plaza Construction

Phase 4: 2017 Preview Celebrations

Phase 5: 2018 Tricentennial Year Celebrations



### PHASE 1

Phase 1 represents early action for all development as it includes the decommissioning and demolition of the existing World Trade Center building. Given the criteria to maintain operations to the rail corridor right of way under the building structure, proposed demolition will be by incremental removal rather than aggregate implosion.

The historic legacy of a Canal Street view corridor to the river. Circa 1930's.



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Existing WTC tower and surrounding site conditions



Project Components :

- (1) Ferry Terminal
- (2) Canal Street Traffic Rotary
- (3) Entergy Substation Modifications
- (4) Spanish Plaza Site
- (5) World Trade Center Site



Existing WTC tower and surrounding site conditions

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WTC Site with tower fully demolished with existing Spanish Plaza

### PHASE 2

Phase 2 focuses on general site cleanup, traffic reconfiguration, enhanced pedestrian access and consolidation of utility infrastructure service. Critical to site preparation is the consolidation of the existing Canal Street Entergy substation. This substation, already in service for a number of years, can achieve a reduction in physical footprint by an upgrade in switch gear technology, thereby further expanding pedestrian visual and physical access to the foot of Canal Street and the riverfront.

The existing riverfront terminus of Canal Street is an awkward tangle of vehicular roadways, streetcar infrastructure and confusing pedestrian signalization. Redevelopment envisions a new physical rotary component that will untangle these shared uses and, through the introduction of curbing, landscaping, distinguished public art and enhanced physical amenities, create an appropriate terminus to Canal Street.

Riverside access is enhanced by the reconfiguration of the Canal Street ferry terminal, thereby providing long-sought and long-desired connection between the Audubon Aquarium entrance plaza and Spanish Plaza. The continued service of the Canal Street ferry provides both a river ride experience for our tourists, and a direct pedestrian connection to Algiers and the New Orleans Westbank.



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Existing Canal Street ferry terminal



Phase 2: Canal Street ferry modifications

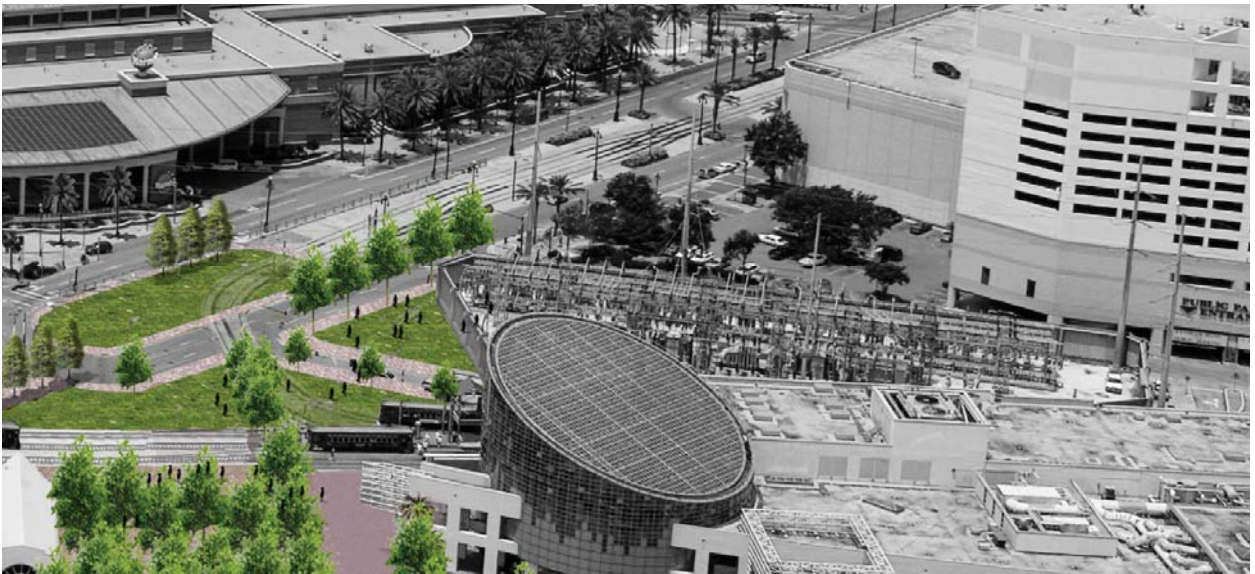
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Existing Canal Street terminus



Phase 2: Canal Street rotary modifications



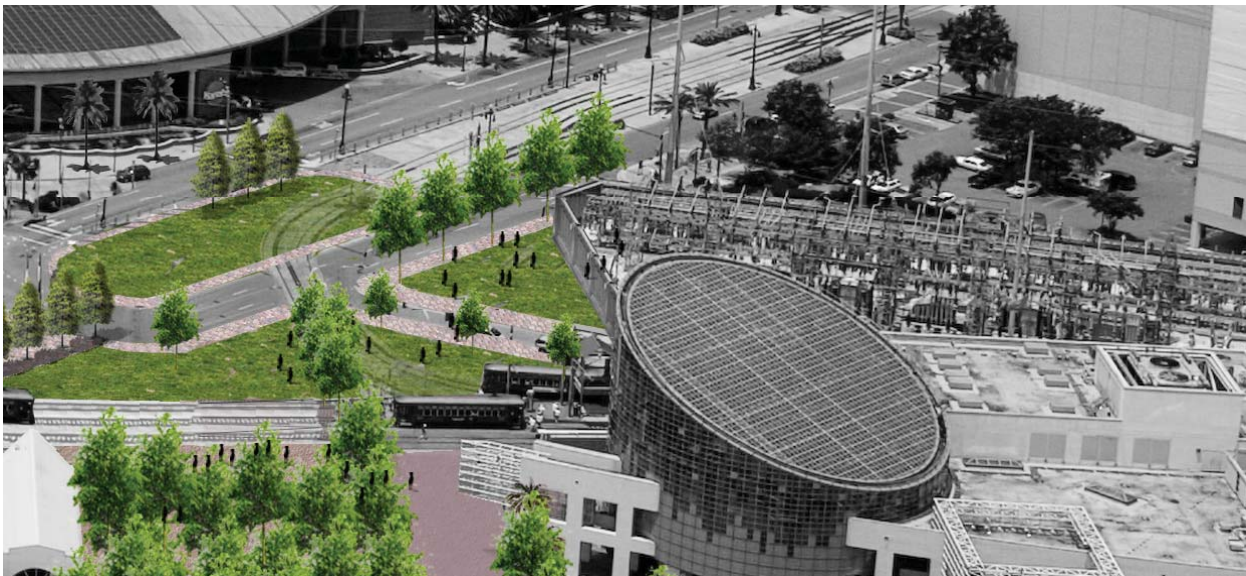
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Existing Canal Street Entergy Substation



Phase 2: Entergy Substation Modifications

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#### PHASE 3

The current World Trade Center is virtually unmatched as a development site in downtown New Orleans. Within steps of the renovated and expanded Convention Center, Spanish Plaza, the future Outlet Collection at Riverwalk, Harrah's, cruise terminals and Audubon Aquarium and only minutes from the historic French Quarter, Central Business District, Warehouse District and nearly every downtown hotel, the located is ideally suited to attract both locals and visitors. The demolition of the current WTC structure will make way for a new signature building – Tricentennial Tower – to become part of this vibrant urban district, home to hospitality and celebration for the City of New Orleans on a grand scale.

We strongly believe that the redevelopment creates a world class attraction for the City of New Orleans, engages the Mississippi River, ties seemingly disparate uses around the site together and provides a major gathering place for the City and its visitors. Over the years, Spanish Plaza has established itself as a noted location on the riverfront - a place of revelry (i.e., Zulu meets Rex) and reoccurring events (i.e., Super Bowl extravaganzas). Our redevelopment plan envisions the retention of Spanish Plaza as a revered space, but reconfigured to optimize civic celebration and enhance riverfront connectivity. The existing fountain complex and its fragile historic tile work, a diplomatic gift from the Spanish government, will be stabilized and repositioned. Other possibilities to draw visitors include synchronized water cannons which would fire recirculated river water on the quarter hour, establishing them as a one-of-a-kind urban attraction. In the evening, sound and light would complement the water show to create a lasting memory for visitors. These special performances would provide a wide spectrum of opportunities for seasonal celebrations and special events. Food and beverage offerings will be woven throughout the plaza redevelopment in harmony with the transformation of the existing Riverwalk Marketplace into the Outlet Collection at Riverwalk by The Howard Hughes Corporation, the first upscale urban outlet center in the U.S. With the refurbishment and redevelopment of Spanish Plaza, we can weave it graciously into a larger urban presentation for New Orleans' Tricentennial, rebranding it as Spanish Plaza at Tricentennial Square.

The centerpiece of Tricentennial Square is Tricentennial Tower, an iconic tower adding new civic signature to the New Orleans skyline. The tower will be activated by locating an educational attraction such as National Wetlands Center at its base. This Center, developed and operated by the Audubon Institute, would be a Disney-quality environmental education center, telling the story of America's wetlands, their bountiful past, fragile present and rejuvenated future. The narrative would be presented in compelling and memorable exhibit techniques, which will culminate in a panoramic "spiral ride" ascending to the tower's crown. The crown will feature a 360-degree observation deck, placing the shimmering water of the surrounding wetlands, as well as our 300-year old city, in direct view. Complementing the tower and observation deck will be a hospitality venue that elevates special events along the river to a heightened level of elegance.

The tower will be conceived as an intentionally recognized structure, and a "must see" experience, which will draw both visitors and locals on a consistent basis.



Key Program Components



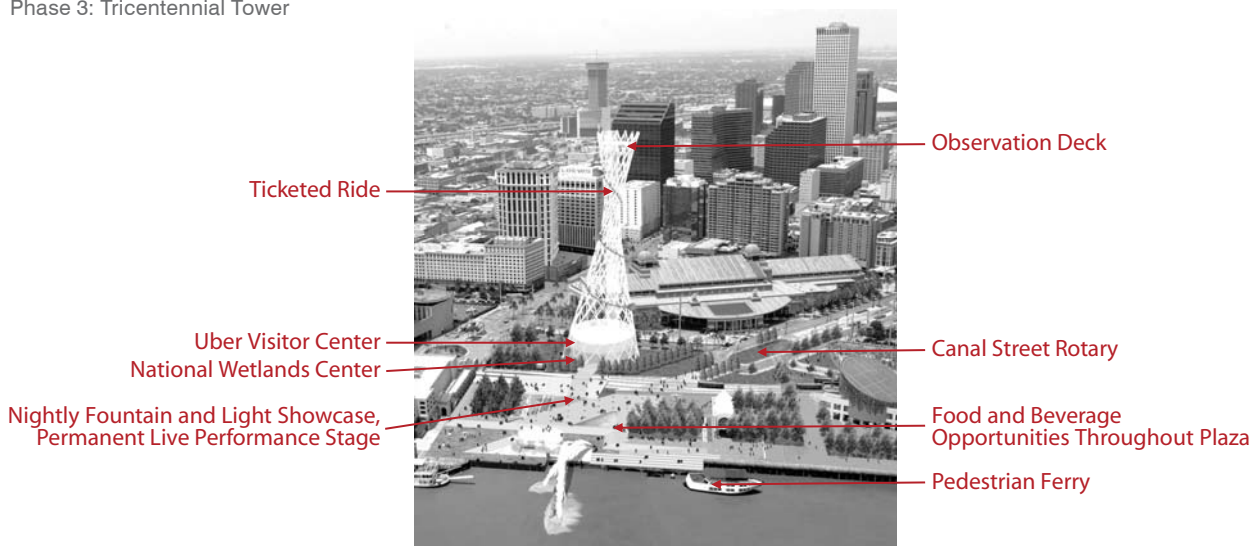
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Phase 3: Tricentennial Tower



Phase 3: Tricentennial Tower Programming

### PHASE 4

Phase 4 will constitute a soft launch in early 2017 with the completion of all construction on Tricentennial Square. With an early completion, full activation of all components will allow for comprehensive branding and introduction to the tourism markets well in advance of the start of the tricentennial celebrations in 2018. During this Phase 4, the special event infrastructure of Spanish Plaza at Tricentennial Square will be fine-tuned through a series of test launches. Exhibits in the envisioned National Wetlands Center will be installed and the observation deck will begin operations.

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Phase 5: 2018 Celebration

#### PHASE 5

Phase 5 is the culmination of all development and construction activity, therein setting the stage for a year of civic celebration on the global stage. With a nod to historians and archaeologists, we acknowledge that the founding of New Orleans was not an explicit event, but rather an adventure initiated during the year of 1718. Therefore, New Orleans is given the opportunity to celebrate her birthday for 365 days over the course of a tricentennial year. With such an elongated window of opportunity, a more bountiful presentation of her food, music, architecture and culture can be interwoven through the tricentennial event calendar.

#### Services and Parking Arrangements

The Tricentennial Tower and its attraction components embedded within will be serviced in the same banner as the existing World Trade Center building. Service access from Churchill Place at the foot of Poydras Street will accommodate goods and services. The central location of the site provides optimum access for pedestrian arrivals. Taxi, pedicab and tour bus service will be elegantly woven into a reconfigured roadway alignment, which will beautify and optimize the Poydras/Canal terminus. Within a four-block radius of the Tricentennial Square site, there are over 6,500 publicly available parking units, including approximately 2,000 at Harrah's, 1,000 at the WTC Garage, 1,600 at Canal Place, and 2,000 within surface lots.

The Tricentennial Tower will span the New Orleans Public Belt rail corridor and the floodwall, similar to the existing WTC configuration, thereby providing consistent visitor access during times of active rail traffic movement.

#### Considerations for the Environment

The site presents a premiere showcase opportunity for environmental stewardship. Located at the nexus of existing transportation systems, it can leverage this established infrastructure and promote enhanced non-vehicular travel. With the iconic tower, we expect to pursue net zero energy strategies and sustainable construction methods. Immediate adjacency to the Mississippi River affords opportunities for temperature gradient based energy generation and turbine energy generation.

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### Special Features or Concepts

#### Not Just Building a Site, Building a City

The Tricentennial Consortium views the redevelopment of the WTC site as the downriver bookend to a \$1.4 billion dollar plus economic redevelopment vision. The upriver bookend is the joint redevelopment of the 60-acre Convention Center Phase IV site, coupled with the 10-acre Tulane University Riversphere site, and potentially the Power Plant site as well. Linking the two bookends is the 1.1-mile conversion of Convention Center Boulevard from a high-speed, congested traffic corridor to a linear parkway, built as a complete street foreground to the Convention Center.

Tricentennial Square triggers this bigger opportunity of not just building a site, but building a city. The scale of this composite riverfront redevelopment is certainly the turbocharging action called for in the 2010 Hospitality Master Plan.

#### A Recalibration of “Convention Center Phase IV”

Interrupted by Hurricane Katrina, and after eight years of post-storm reconsideration, the board of the Morial Convention Center, with the enthusiastic support of the broader New Orleans hospitality community, is now ready to launch its long anticipated Phase IV development. The Phase IV project has been reconsidered and reimagined in response to the profound changes occurring in regional, national and international markets over the past decade. The 60-acre project is now positioned to take advantage of new and exciting opportunities and, once completed, will be a “game changer” for the hospitality industry of New Orleans and the state of Louisiana.

#### Overview and History of the Phase IV Project

##### 1. Original Vision of a Modern Convention Center as an Economic Engine (Phases I, II and III)

Throughout its history, New Orleans had always been regarded as a unique, romantic place to visit. However, in the latter part of the 20th century, significant changes in leisure, corporate, and convention travel began to take shape, and the potential to position New Orleans as a major convention location drove new growth in the hospitality industry. By 1980, the need for a modern convention facility became paramount in the face of a rapidly expanding convention and meeting industry. A convergence of opportunities linked the development of the 1984 World’s Fair to the building of the first phase of the Convention Center. Later, the Phase II and III expansions solidified the growing presence of our Convention Center in the national market as a premiere facility and location for meetings and conventions. Upon the completion of Phase III in 1999, the New Orleans Convention Center facility was among the largest and most competitive of any such facility in America. The future was bright, and prospects for continued expansion and growth were clear to the business and civic community.



“Not just building a Site, building a City” – the Convention Center Phase IV site linked to the Tricentennial Square site



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The Hospitality Triangle

#### **The French Quarter**

Founded in 1718, New Orleans, as we know it today, was originally confined to the 78 square blocks of the world-famous “Vieux Carre.” At present, this National Historic Landmark District is home to a vibrant mixed-use neighborhood that still continues to draw tourists from around the globe each year. Strolling through Royal Street’s galleries is not only popular to tourists, but to local visitors alike. Bourbon Street and its nightlife offerings consistently draw crowds for major city events, celebrations, and of course, Mardi Gras.

#### **The Louisiana Superdome & New Orleans Arena**

The Louisiana Superdome, home to NFL franchise, the New Orleans Saints, was completed in 1975 and seats more than 70,000 people. Annually hosting Saints games, special events, concerts, and festivals, the Dome is one of the most recognizable buildings on the New Orleans skyline and host to millions of visitors each year. Its smaller neighbor, the New Orleans Arena, is home to the NBA’s New Orleans Hornets. This 19,000-seat venue was completed in 1999 and is currently ranked within the top twenty best grossing concert venues in the country.

#### **The Morial Convention Center**

With 1.1 million square feet of contiguous exhibit space, the Convention Center consistently ranks in the country’s top ten of facilities, holding the most conventions and trade shows annually. By housing a 4,000+ seat auditorium and conference venue, the facility offers a home to some of the nation’s largest convention gatherings.

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Hospitality Triangle with key infill

### 2. Initial Phase IV Planning

Buoyed by the success of the convention industry from the mid-1980s through the '90s, leadership from the Convention Center and hospitality industry initially envisioned a Phase IV building expansion, which, when executed, would keep New Orleans at the forefront of this burgeoning segment of the industry. Thus, in 2000, a coalition of the Convention Center and hospitality industry leadership once again came together, and, with the cooperation of the City and State, the industry voluntarily agreed to assess a package of local hospitality taxes ("Phase IV taxes") for the specific purpose of building Phase IV. Phase IV was initially envisioned simply as an expansion of the Convention Center "box", adding approximately 1.5 million more square feet, which reflected the perceived needs of the market at that time. Accordingly, the Convention Center executed design and construction documents for a Phase IV expansion, and after certain technical and legal delays, this project was authorized for start of construction in late summer 2005.

### 3. The Buffeting Winds of Change

On August 29, 2005, Hurricane Katrina roared into our beloved city, and forever changed our social and economic landscape. The planned investment for Phase IV construction was placed on hold as civic and business leaders focused on the more urgent task of regional recovery. The years between late 2005 and mid-2009 were considered "lost years" within the hospitality industry, as New Orleans worked tirelessly to overcome the devastating effects and lingering stigma of Hurricane Katrina, only to be further impacted by the nationwide recession that began in 2008. By 2011, the recession signaled a loosening grip on the nation and region, and the New Orleans' recovery from the storm was entering a new and more promising era. For the first time, the City and the hospitality industry were able to shift their focus back to economic development and investment strategies. Mayor Landrieu's inauguration in May 2010 further triggered a surge of civic confidence and optimism.

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#### 4. New Phase IV Comprehensive Plan – The Tricentennial Convention Center/ Riverfront District Project

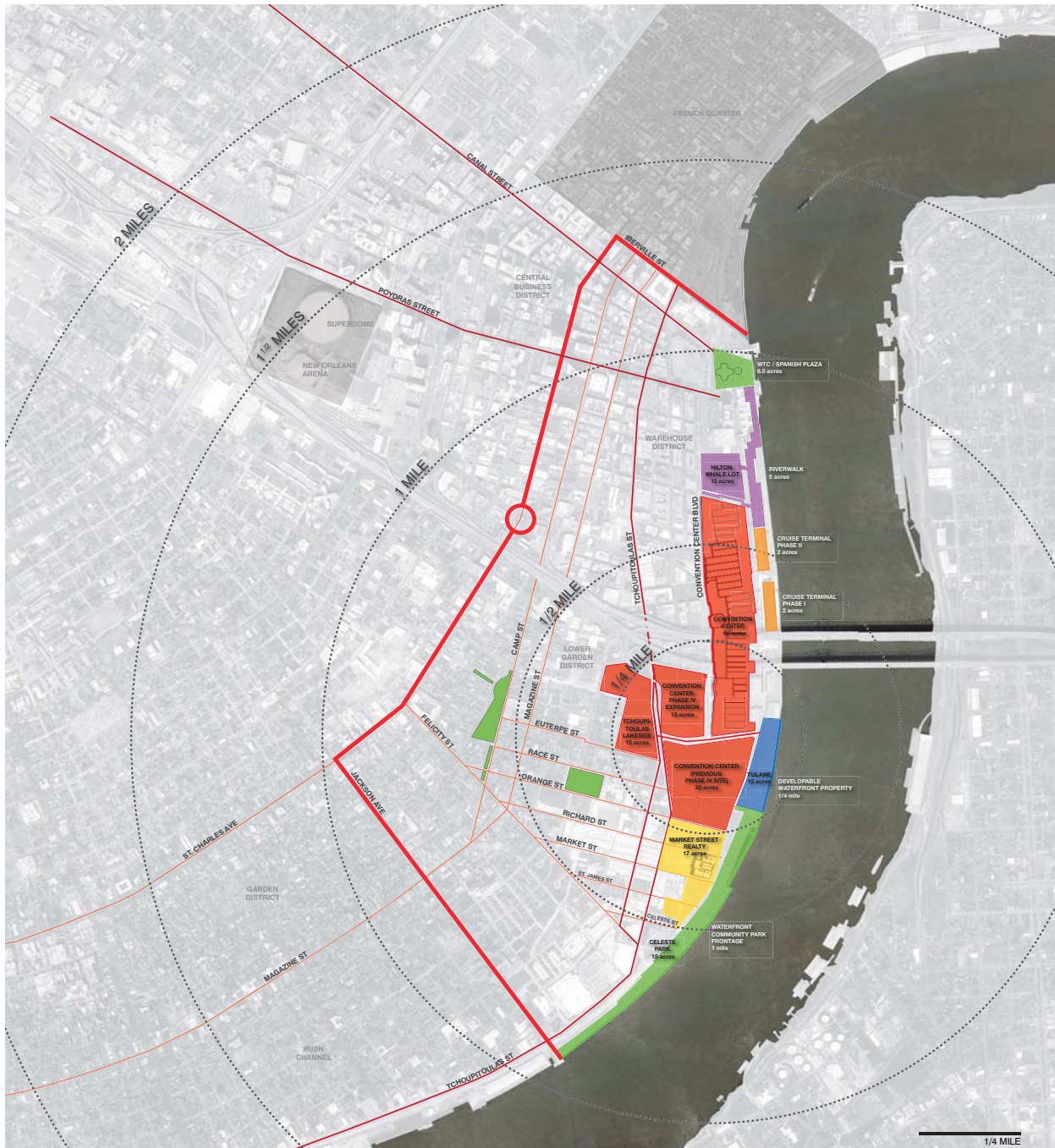
Building on the momentum of an energized industry, the leadership of the New Orleans Convention Center has recalibrated the essential elements of the Phase IV investment, transforming the single expanded “box” concept to a vastly more powerful approach that incorporates the needs and opportunities of the modern hospitality market. After careful thought, market study analysis and review of physical planning options, the Convention Center board, along with key industry-wide partners, believe that the Phase IV funds should be focused on a combination of major upgrades and additions to the existing Convention Center building and a complete transformation of the surrounding streetscape along the one mile-plus stretch of Convention Center Boulevard. Additionally, the plan calls for the surrounding properties to be redeveloped into high-impact, mixed-use spaces that would benefit the local community, while at the same time increasing demand for our growing visitor popular. Accordingly, after much planning and careful thought, the Convention Center has refocused its Phase IV financial resources into the following four key development initiatives.

- The total transformation of Convention Center Boulevard from Poydras Street to Henderson Street as a completely reimagined pedestrian-friendly linear park, thereby enhancing the convention visitor’s experience. This would also include rethinking pedestrian transportation throughout the center, making it easier for visitors and conference attendees to travel the length of the complex.
- The redevelopment of the World Trade Center site coupled with a transformation of Spanish Plaza into an iconic civic public space, which would also be anchored by public attraction, in order to not only create a demand-generator for the City, but also a special and lasting legacy for our Tricentennial celebration.
- Major improvements and additions to the upriver end of the Convention Center, including corporate conferencing facilities, together with creating a second “front door” for the Convention Center to mirror the successful Julia Street reconfiguration that opened in January 2013.
- The completion of the Center’s transformation by redeveloping the adjacent 60-acre upriver site, primarily under ownership and control by the Convention Center with cooperation from highly-promising adjacent properties. With its position on the riverfront, this assembled site marks an extraordinary opportunity for a dramatic addition to the fabric of our historic city – a new neighborhood with a progressive relationship to the river and a vibrant collection of special attractions and entertainment, coupled with retail, residential and lodging experiences. Taken together, this dramatic development would drive significant new tourism demand, and complement and strengthen the core convention business of New Orleans.



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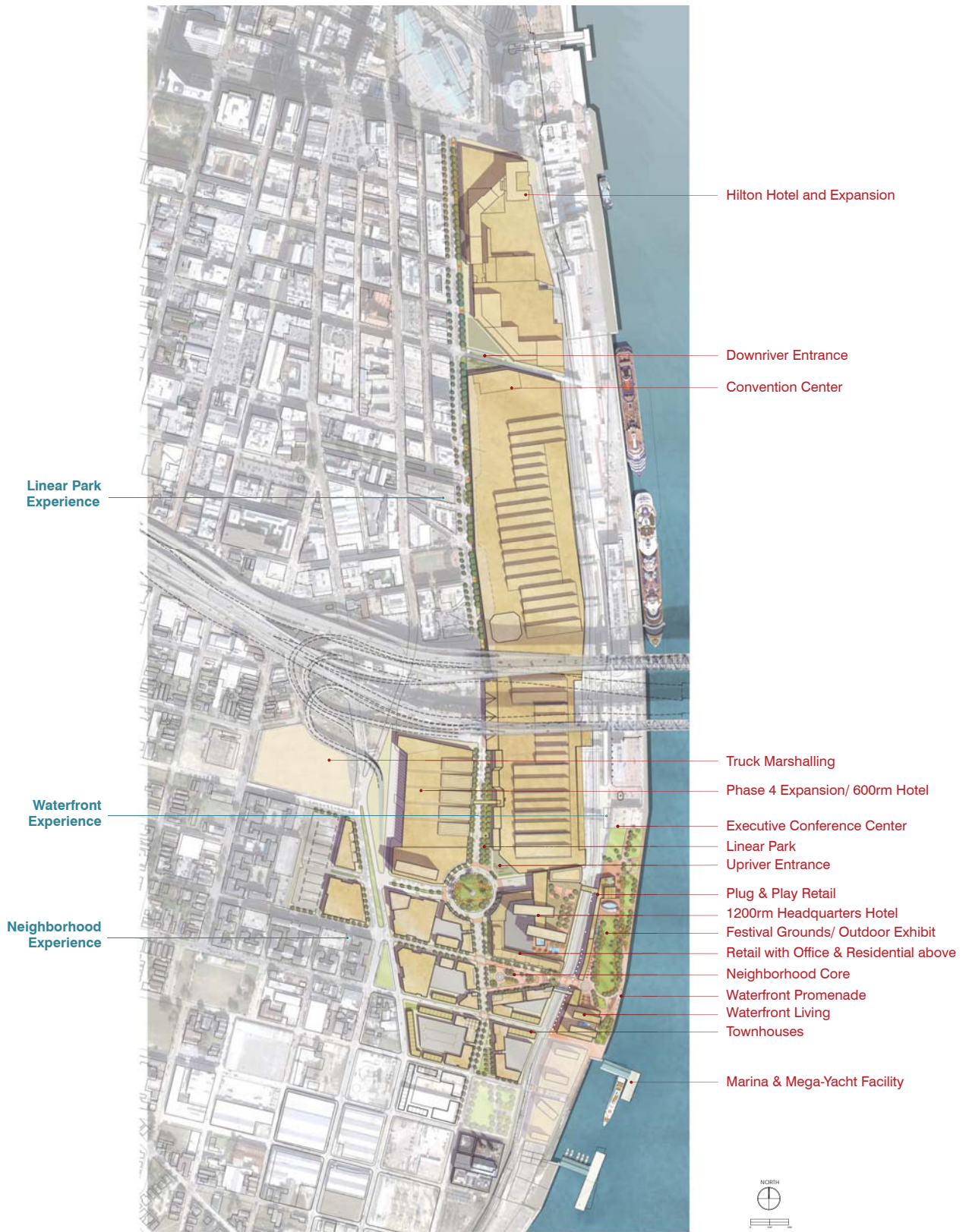
## b. Comprehensive Plan and Schedule



Site assemblage and parcel configuration for the Tricentennial riverfront vision

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## b. Comprehensive Plan and Schedule



Tricentennial Square urban design linkages to Convention Center and Convention Center Boulevard



# 1. PROPOSED REDEVELOPMENT

## b. Comprehensive Plan and Schedule

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Existing Convention Center Boulevard



Convention Center Boulevard reconfigured as a complete street



# 1. PROPOSED REDEVELOPMENT

## b. Comprehensive Plan and Schedule

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Existing Convention Center Boulevard



Convention Center Boulevard reconfigured as a complete street



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Existing Convention Center Phase IV properties



Convention Center's Phase IV 60-acre upriver site reimaged to turbocharge the riverfront



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Existing riverfront edge at future Phase IV development site



Reimagined riverfront promenade at Phase IV development site

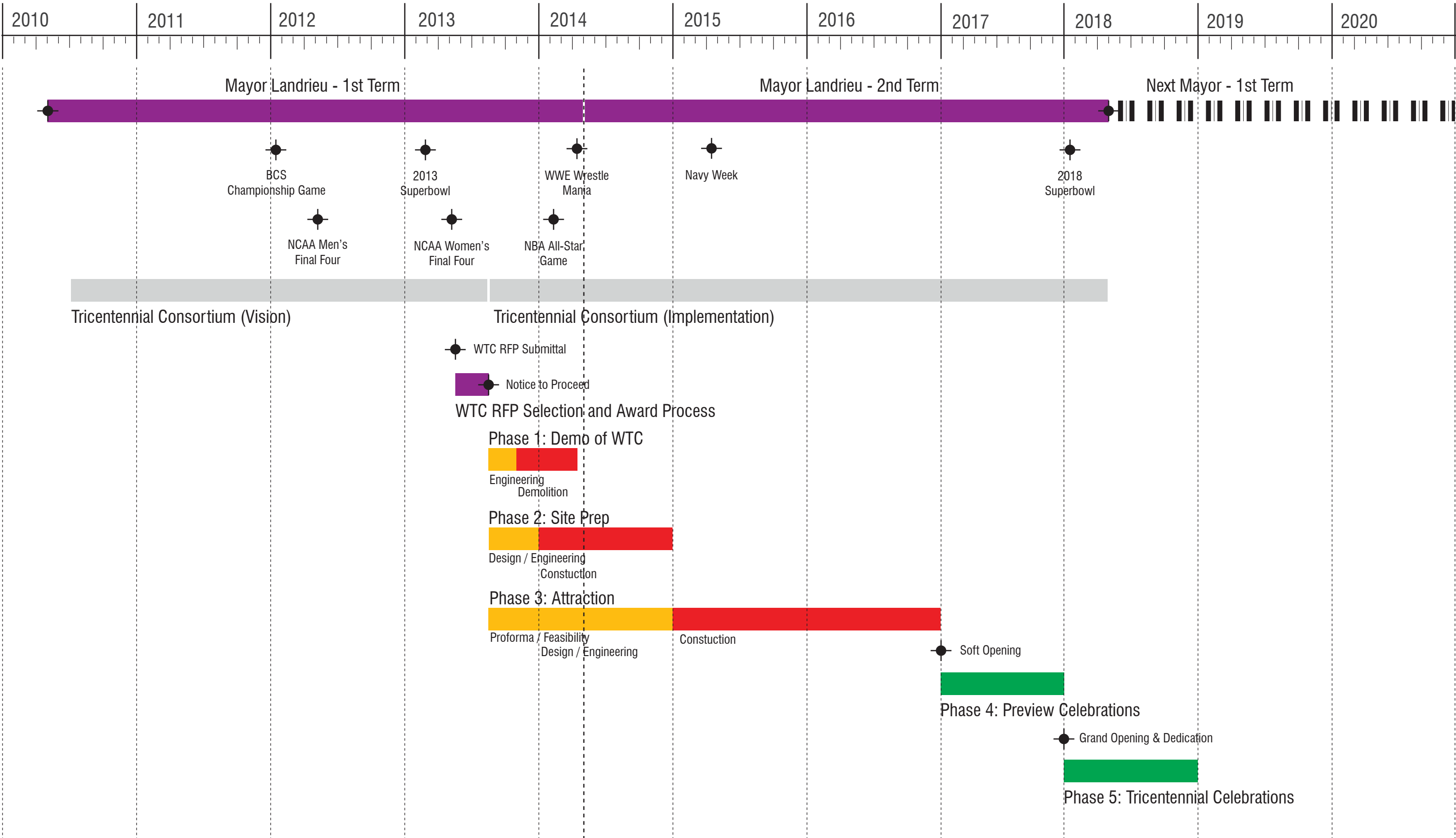
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#### Timetable

Our team understands the city's timeline goals and that the state of construction must commence within six months of the execution of the lease or other development agreement. We also acknowledge that the project will be subject to a performance bond. The TCC proposes to develop the World Trade Center site proper, plus the surrounding public spaces of Spanish Plaza, the Canal Street ferry landing, the foot of Canal Street roadway, and the Entergy Canal Street substation. These five development parcels constitute, for TCC, the more holistic development site, which we propose as Tricentennial Square. The timeline of engagement for the five phases of redevelopment outlined above is as follows:





## 1. PROPOSED REDEVELOPMENT

### c. Balance Between Commercial Uses and Civic Potential

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The TCC views this project as a catalyst for marrying commercial and civic uses on the riverfront. We propose achieving a balance between the site's revenue potential as a demand-generator and its potential to fulfill civic aspirations. This project will create an unmatched opportunity to access the riverfront at this most remarkable iconic site. It is a true crossroads of a vibrant New Orleans, at the edge of the historic French Quarter, and at the foot of its mercantile main street (Canal Street) and its premiere corporate boulevard (Poydras Street). By adding new and exciting demand generator product in the form of Tricentennial Square, the National Wetlands Center and Tricentennial Tower, there will be significant growth in hospitality business from both an expansion of the visitor attendance base, and an extension of length of stay. Tricentennial Square and Tower will not only bring incremental tourism, but will be a lasting legacy for New Orleans' citizens, marking the city's 300-year anniversary for generations to come.

The TCC will leverage both public and private funding for this project. There will be substantial direct payments to the city, both up front and in the form of ongoing payments. By way of examples of the economic power of hospitality growth, increased tourism demand of 1 million will generate \$664.8 million in spending, 14,478 more jobs, and millions of dollars of direct tax revenues to the City budget.

### d. Use of Space

---

1. Please refer to section 1 (b) for a comprehensive narrative and set of images outlining our strategy for use of space.
2. Proposed maintenance program for all space and facilities to be accessible to the public: The TCC proposes the application of best practice standards used by the Audubon Institute and the Ernest N. Morial Convention Center as precedents for how facilities are to be maintained, and how cyclical and incremental capital improvements are to be made.

### e. Employment Projections

---

Tourism demand resulting from the construction and daily maintenance and operations of the site will drive job creation in New Orleans to a new level, on par with that of a major hotel development, allowing us to reach the goal of 121,000 jobs by 2018 as set forth in the BCG report. One million additional visitors results in \$664.8 million more in spending, 14,478 more jobs, and many millions of direct tax dollars to the City's operating budget.

**Pre-Construction Activities:** Approximately 100+

**Construction:** Approximately 800

**Permanent Jobs:** Approximately 400 specific to the facilities; with an industry wide growth of 14,478 jobs.

**Part-time Jobs:** Consistent percentage of permanent jobs in the facility as well as in the hospitality industry.

**Estimate of Salaries and Other Compensation for Each:** These jobs will be distributed in salary and compensation typical with the Aquarium of the Americas and other cultural civic attractions.

## 1. PROPOSED REDEVELOPMENT

### f. Plan for DBE Participation

---

The Tricentennial Consortium is committed to the City of New Orleans DBE goal of 35% in the delivery of the entire project. Four interlinked delivery entities will contribute to the overall DBE goal, with each achieving, individually, a 35% DBE makeup:

1. Design and engineering team
2. Construction team
3. Operational team
4. Equity/ownership team

As way of example, our design and engineering team is the joint-venture of Eskew+Dumez+Ripple/Manning Architects. Manning Architects, a noted DBE architectural firm in the community, is currently executing the New Orleans East Hospital as a 50/50 joint venture partner with Eskew+Dumez+Ripple. This hospital project entailed careful partnering with local firms in order to establish opportunities for DBE participation. This precedent will assist TCC in creating a similarly dynamic team in all other phases of the design, construction, and execution of this project.

### g. Plan for Local Business Participation

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Our team is wholly comprised of entities domiciled in Orleans Parish. Our community roots enhance our commitment to engaging local business partners. As neighbors, we have come together in support our community and this project. Our team understands that this is not where Local Participation ends. We will administer best practices and ensure good faith efforts and goals are met from Ownership to Design and Construction.



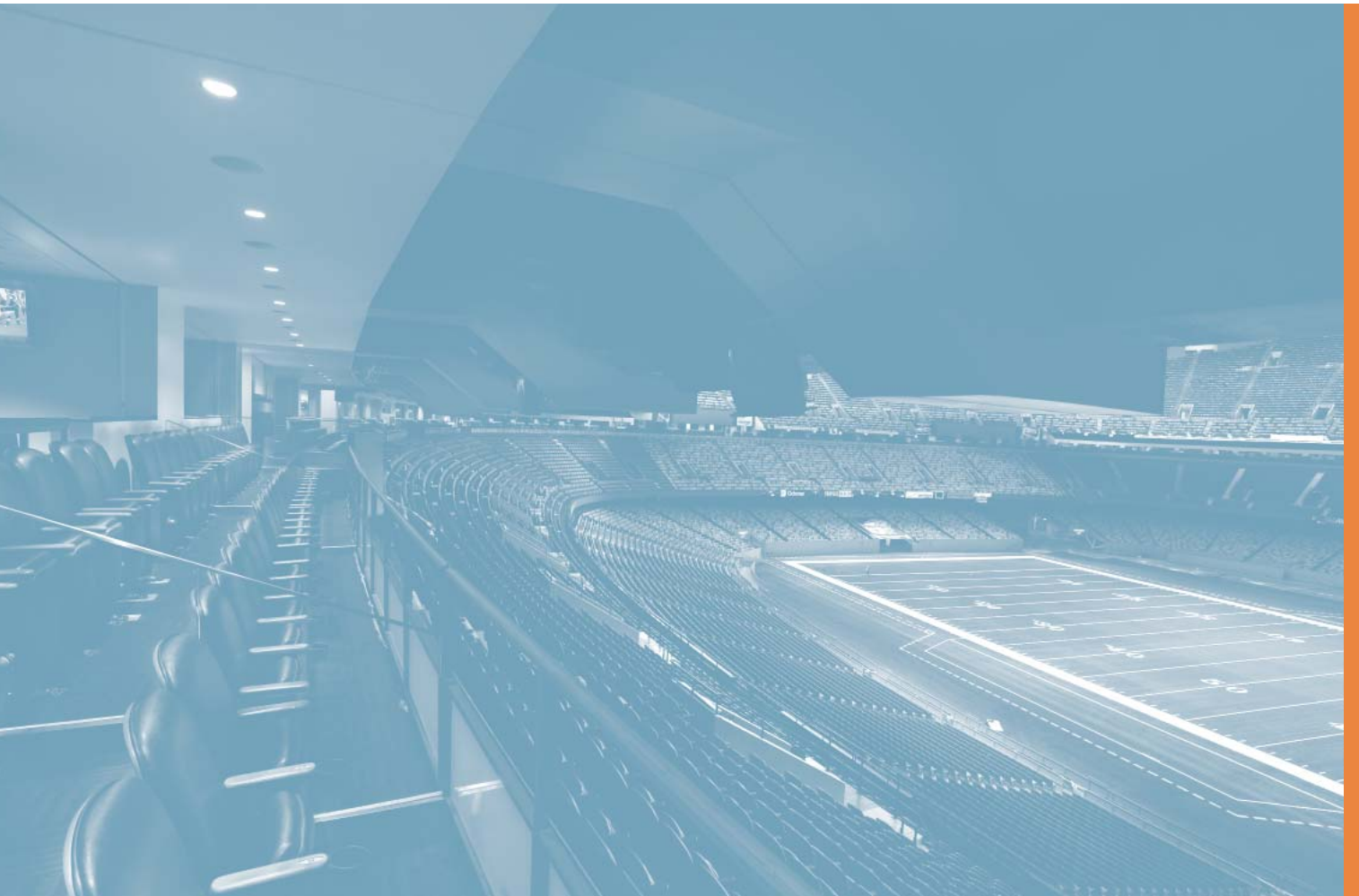
PROPOSAL DEVELOPMENT

QUALIFICATIONS & PERFORMANCE HISTORY 2

FINANCIAL CAPACITY OF RESPONDENT

FINANCIAL FEASIBILITY OF PROJECT

OTHER REQUIREMENTS



## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### a. Development Team

#### OWNER

**City of New Orleans**  
Honorable Mayor Mitchell Landrieu  
**New Orleans Building Corporation**



**New Orleans Tourism  
Marketing Corporation**

Mark C. Romig, APR  
*President & CEO*  
Darryl Berger  
*Board Chairman*

**New Orleans Convention  
and Visitors Bureau**

J. Stephen Perry  
*President & CEO*  
Gregory Rusovich  
*Board Chairman*

**New Orleans Ernest N. Morial  
Convention Center**

Robert Johnson  
*President & General Manager*  
Melvin J. Rodrigue  
*Board President*

**Greater New Orleans  
Hotel & Lodging Association**

Joe Blancheck  
*President*  
Mavis Early  
*Executive Director*

**Louisiana Restaurant  
Association**

Stan Harris  
*President & CEO*  
David Hearn  
*Board Chairman*

**Audubon Nature Institute**

L. Ronald Forman  
*President & CEO*  
Leslie P. Gottsegen, DDC  
*Board Chairman*

**Louisiana Superdome  
Exposition District**

J. Douglas Thornton  
*Senior Vice President, SMG*  
L. Ronald Forman  
*Board Chairman*

#### PLANNING AND DESIGN

**Eskew+Dumez+Ripple / Manning Architects**  
*(EDR-MA, A Joint Venture)*

R. Allen Eskew, FAIA;  
Wm. Raymond Manning, FAIA NOMA,  
LEED AP BD+C

#### MARKET ANALYSIS

**Dr. John A. Williams**

*University of New Orleans, Dean of the College of  
Business Administration;*

**Dr. James A Richardson**

*Louisiana State University, Department of Public  
Administration Institute, Senior Academic Chairman  
of the Legislative Budget Committee*



## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience

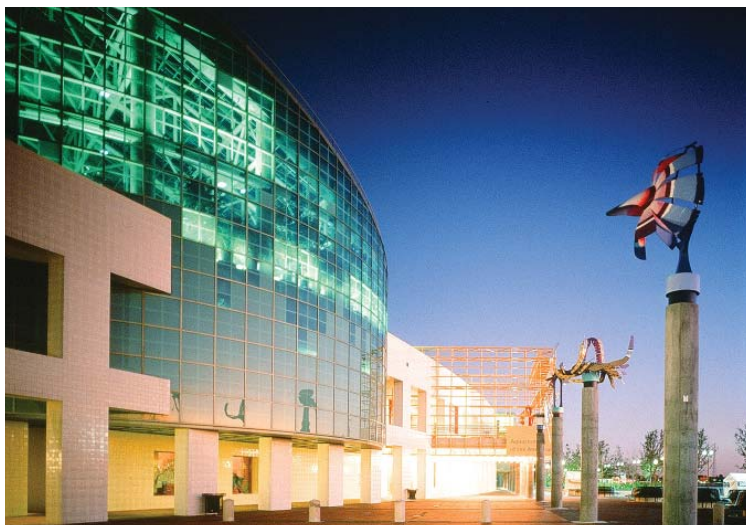
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Audubon Zoo



Audubon Insectarium



The Aquarium of the Americas





## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience



**Budget:** \$100,000,000+

Located at the foot of Canal Street, the 170,000 sf **Audubon Aquarium of the Americas** faces the Mississippi River, from which the building's broad, curving arcade gracefully bends back, welcoming visitors from the city behind it. A series of abstract sculptures sit atop a procession of 20 columns and enhances the building's lively riverfront facade. In contrast, the city side of the building presents a simple, refined facade. Coupled with the long expanse of **Woldenberg Park**, the Aquarium of the Americas provides access to the riverfront and connects the French Quarter to Canal Street.

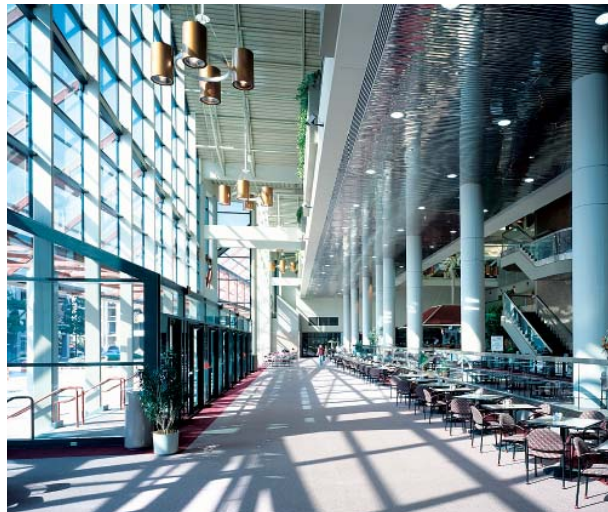
A visit to the Aquarium takes one through a series of experiences inspired by the waters of the Americas, punctuated by windows which provide natural light and offer views of the Mississippi River and the surrounding city. The Phase Two expansion includes a concession and retail area, space for changing exhibitions, and a 350-seat **IMAX** theater.



## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience

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Originally constructed as the Great Hall for the 1984 World's Fair, the **New Orleans Ernest N. Morial Convention Center** currently covers 54 acres along the Mississippi Riverfront adjacent to the city's historic Warehouse District. The architectural design of this premier convention and trade show facility, with its saw-tooth roof treatment, is both evocative of the wharves which once lined the banks of the Mississippi River and serves to channel rainfall directly into the river. Constructed in three building phases, the NOMCC includes 1,100,000 square feet of continuous exhibit space, a 4,000-seat theater, two large ballrooms, more than 60 meeting rooms, and a 400-seat restaurant. The exhibition space, which is subdivided into separate halls, is constructed of exposed structural steel, providing large amounts of clear span space in a single hall. In addition, an air-conditioned, roof-top pedestrian walkway provides access to the Riverfront Streetcar Line, linking the NOMCC to other destinations along the riverfront.



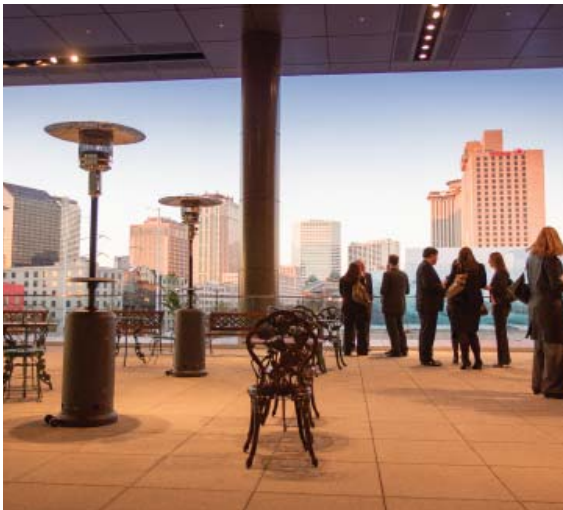
## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience



**Budget:** \$520,000,000 +/-

This renovation at the New Orleans Ernest N. Morial Convention Center – the sixth largest Convention Center in the nation at 3,100,000 sf - created a new 60,000 square foot column free ballroom, the largest in the New Orleans market area. Dubbed “**The Great Hall**” in reference to the Convention Center’s first use as the Great Hall of the 1984 World’s Fair, the new technologically advanced space features high end finishes appropriate for major, high profile events such as Mardi Gras balls, convention-wide dinners, and formal political occasions. In addition, the Julia Street entrance was enhanced to provide visitors with a grand “sense of arrival” as they approach the mile-long facility from its downtown face. The entrance space was also renovated to offer a new 4,600 square foot executive conference center with an outdoor roof-top terrace, and a 4,700 square foot lounge. This north-facing façade features extensive amounts of glass as well as significant digital signage to better convey the major events taking place inside. This project has been designed in collaboration with Joint Venture Architect of Record, Manning Architects and Associate Architect, LMN based in Seattle.



## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience

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#### Champion's Square

This new 60,000 square foot outdoor festival area and public space was designed and implemented over a 6-month break immediately after the Saints Superbowl win in 2010. The space, created via the demolition of a part of the former New Orleans Centre Mall, was created for pre and post event activity at the Louisiana Superdome.

With accommodations for more than 8,000 people, Champions Square is New Orleans' new 'urban tailgating' headquarters featuring a large music stage and high tech A/V infrastructure, street vendors, food, beverage and merchandise kiosks. The space is planned for more permanent infrastructure in coming years, with this first phase starting to ignite the economic and community opportunities.



The **New Orleans Arena** is a 620,000 sf facility managed by the LSED and SMG. The current renovation to the facility will cost \$50M.





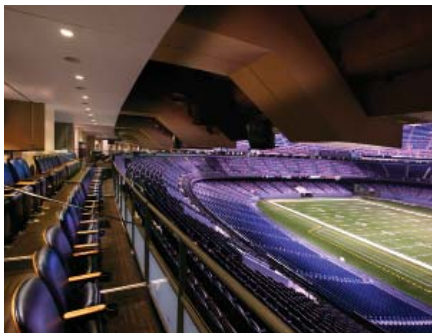
## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience

**Budget:** \$500,000,000 +/-



The **Superdome** is Louisiana's most recognizable landmark and the \$193 million dollar rehabilitation was key to bringing New Orleans back to life after Hurricane Katrina. The dome was "football ready" just seven months after construction began. In addition to the hurricane restoration work, on the heels of a major agreement between the New Orleans Saints and the State of Louisiana, an additional \$80M worth of enhancements to increase the profitability of the facility was executed. The facility now boasts a new roof, scoreboards, video boards, sound system, concession stands, box suites, club lounge, elevators, windows and seating, and with this new enhancements package has added additional suites and retail vendor opportunities as well as a restructured seating configuration. The latest enhancement package was executed in a phases in an effort to accommodate the facility's dynamic schedule.





## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience

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## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### b. Recent Experience

The following is a list of events that members of TCC have operationally supported through their annual budgets:

#### New Year's Eve French Quarter Celebration and Fireworks

NOLA Navy Week	San Fermin in Nueva Orleans
Allstate Sugar Bowl	Tales of the Cocktail
Mardi Gras	COOLinary New Orleans
Super Bowl XLVII	Satchmo Summerfest
Tennessee Williams Literary Festival	Whitney White Linen Night
Congo Square New Worlds Rhythm Festival	Dirty Linen Night
Crescent City Classic	Southern Decadence
Louisiana Derby and Infield Festival	Art for Art's Sake
Freret Street Festival	Oktoberfest
NCAA Women's Final Four	Louisiana Seafood Festival
French Quarter Festival	Crescent City Blues and Barbeque Festival
Zurich Classic Golf Tournament	New Orleans Film Festival
World Cultural Economic Forum	Swamp Fest
New Orleans Jazz and Heritage Festival	Po-boy Fest
Mid City Bayou Boogaloo	Words and Music Festival
New Orleans Wine and Food Experience	VooDoo Music Experience
Greek Festival	Mirliton Festival
New Orleans Oyster Festival	Treme Creole Gumbo Festival
French Market Creole Tomato Festival	Fringe Festival
LA Cajun Zydeco Festival	Celebration in the Oaks
Festivals	Bayou Classic
Go 4th on the River	New Orleans Bowl
Essence Music Festival	Christmas New Orleans Style
Bastille Day	





## 2. QUALIFICATIONS AND PERFORMANCE HISTORY

### c. Prior Experience with Government Entities

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Our team has in-depth experience with government agencies on all levels, making us uniquely qualified to lead this project for the City of New Orleans. The team's previous governmental partners include:

- City of New Orleans
- New Orleans Building Corporation
- State of Louisiana
- State of Louisiana Facility Planning and Control
- State Historic Preservation Office
- Federal Emergency Management Agency
- Louisiana Department of Transportation and Development
- Regional Transit Authority
- Regional Planning Commission
- Port of New Orleans
- Department of Housing and Urban Development
- Vieux Carre Commission
- National Register of Historic Districts
- Historic Districts and Landmarks Commission
- Federal Aviation Administration
- Federal Railroad Administration
- Federal Transit Administration
- Maritime Administration
- Federal Historic Rehabilitation Tax Credit
- State Commercial Tax Credit
- Department of Economic Development's Restoration Tax Abatement Program

PROPOSAL DEVELOPMENT

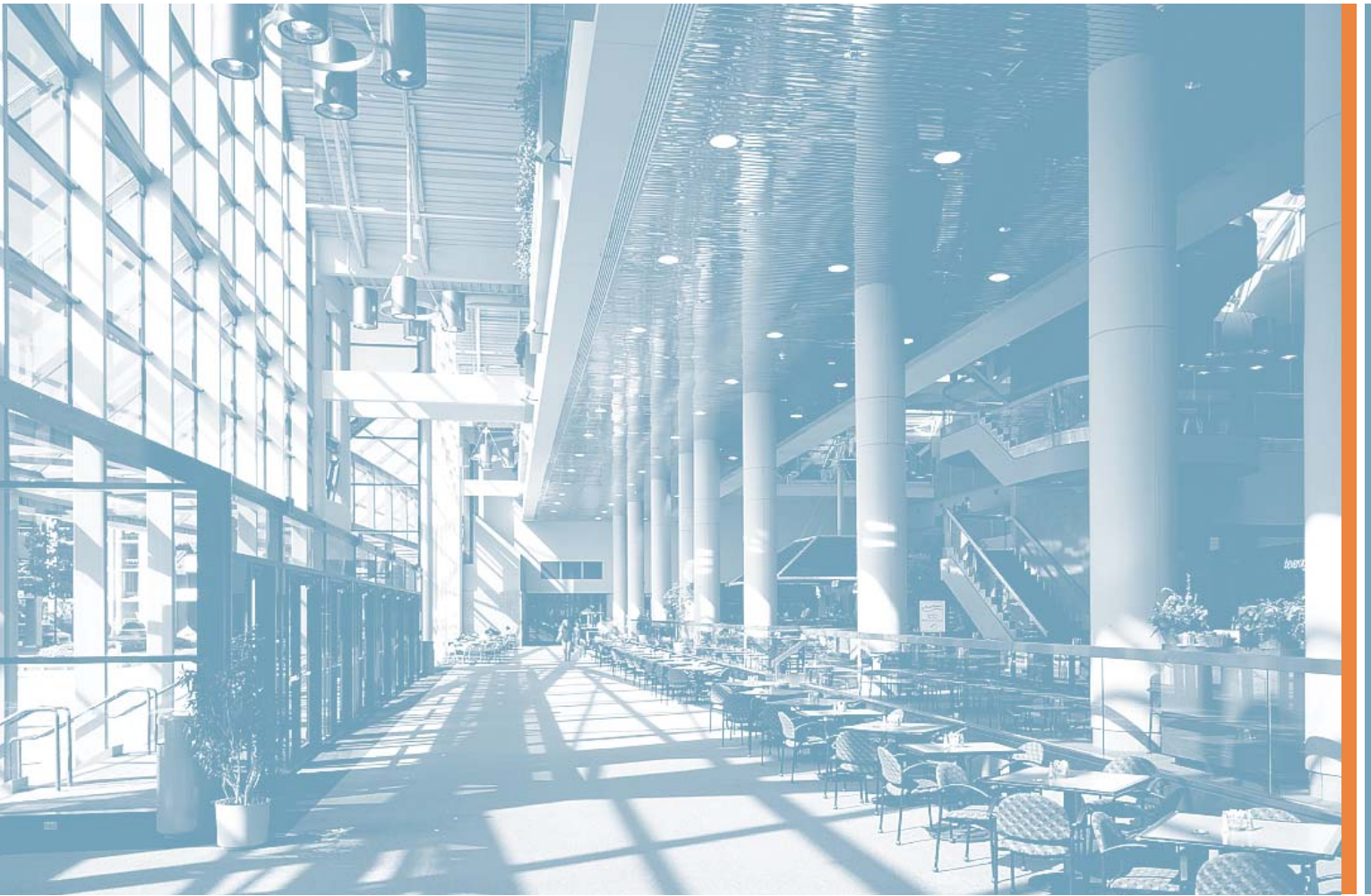
QUALIFICATIONS & PERFORMANCE HISTORY

**FINANCIAL CAPACITY OF RESPONDENT**

**3**

FINANCIAL FEASIBILITY OF PROJECT

OTHER REQUIREMENTS





### 3. FINANCIAL CAPACITY OF RESPONDENT

#### a. Developer's Financial Resources

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- The Tricentennial Consortium is the Hospitality Industry of New Orleans. Our team is comprised of a comprehensive entity of organizations that collectively provide the facilities and operational backbone of the multi-billion dollar hospitality industry, providing over 75,000 jobs in the local economy and producing over \$5 billion in visitor expenditures. We have further qualified this through our collective significant project development experience here in New Orleans in the previous section.
- Beginning in 1982, the New Orleans area hospitality industry willingly imposed specific, dedicated taxes upon the industry itself, and in cooperation with the city and state, formed the basis for the development and operational funding for the first three phases of the Convention Center and provided the prospective funding for Phase IV. Careful stewardship of these ongoing funding streams remains an impressive hallmark of the Convention Center board, its executive staff, and the broader hospitality industry, and in turn, has created the opportunity to reexamine and best use this investment capital to drive economic development and future hospitality growth. Consequently, the reimagined Phase IV plans as described throughout this RFP outline the opportunity to redeploy the funding sources originally targeted over a decade ago for a single Phase IV building expansion into a more progressive and comprehensive plan to improve the existing Convention Center facilities and surrounding areas. This redirection of capital will not only enhance the experience of conventioners, but also provide benefit to leisure travelers.
- Additionally, our TCC team through the auspices of our Convention Center partner, in conjunction with the overall re-envisioned Phase IV initiative, brings the resources to commit to an **immediate cash injection of \$25M** to begin the demolition and site infrastructure upgrades within the allotted timeframe. Other resources will include private investment and contributions determined by the Hospitality industry.
- Finally, the Hospitality Industry, together with all the individual and collective participants which constitutes this Tricentennial Consortium, have demonstrated repeatedly over a 30 year period that the Industry has the dedication, will, and capacity to achieve projects that are “game changers” in terms of our New Orleans hospitality economy. Such “game changers” have included the multiple phases of the Convention Center, the Aquarium of the Americas/Woldenberg Park, the Superdome and the Arena. The next “game changer” will be the achievement of the re-imagined “Phase IV” project, the re-design of Convention Center Boulevard; the incredibly promising upriver development project of the Convention Center; and the dramatic redevelopment of the World Trade Center site as proposed herein.

#### b. Correspondence from Louisiana Surety Company

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We confirm that at the time a contractor is selected we will provide correspondence from a Louisiana surety company insuring construction of the site. At this early stage, we feel that it would not be prudent to guarantee a sum that is conceptual in nature. However, we affirm that a Louisiana company would provide any surety correspondence at the appropriate time.



PROPOSAL DEVELOPMENT

QUALIFICATIONS & PERFORMANCE HISTORY

FINANCIAL CAPACITY OF RESPONDENT

**FINANCIAL FEASIBILITY OF PROJECT**

**4**

OTHER REQUIREMENTS





## 4. FINANCIAL FEASIBILITY OF PROJECT

### a. Market Analysis

Attached herein is a preliminary market analysis and sample proforma of one element of the Tricentennial Tower. This shows the economic potential of an attraction at the top of the proposed Tower.

The enclosed projection was developed with the assistance of one of the world's leaders in such operations, the Montparnasse 56 of Paris, France. These projections were done on a basis allowing for a steady state growth of tourism visitation of only 2% per annum. Of course, the Hospitality Industry is able to execute certain "leap strategies" in tourism growth, thus the numbers could potentially be much stronger. Indeed, the New Orleans Hospitality Industry vision calls for the redevelopment and reimagining of the WTC site, transforming it into Tricentennial Square, as a centerpiece of this strategy. Therefore, there is an element of "self fulfilling prophecy" here – if the Industry is allowed to move forward to develop Tricentennial Square, this will certainly generate a material effect on increased visitation, and a concomitant increase in the numbers projected herein. Also, these projections contemplate a steady state growth in resident population, and application of a standard radius for capture therein. Given the overall power of the New Orleans Hospitality market – particularly with the addition of this attraction – there could be greater potential for resident capture. This is certainly well demonstrated by our greatest attraction – the French Quarter – as well as by visitation to our Aquarium and Woldenberg Park.

Finally, this preliminary analysis only focuses on the capture rate from the "Top of the Tower" portion of the attraction. Tricentennial Square and Tower are programmed to be a much more comprehensive attraction, with public and private content and offerings extending well beyond just the "top" of the attraction. Much like Millennium Park in Chicago (or Jackson Square in New Orleans, for that matter), Tricentennial Square is expected to attract many millions of visitors who frequent the site simply to experience the drama of its locale, and the excitement of the physical space. Therefore, the total number of potential visitors, and capture rates of its many offerings, both at the top and the base, should be very significant.



## 4. FINANCIAL FEASIBILITY OF PROJECT

### INTRODUCTION

M56 prepared this summary of our market and financial analysis of a newly built New Orleans World Trade Center based on our experience operating three observation decks. This presentation outlines our attendance, revenue, and expense assumptions and projections.

Attendance, revenue and expense assumptions may vary based on the height and total square footage of the newly constructed observation deck. These assumptions may also vary depending on programming, design, vertical and horizontal transportation and capacity restraints. This presentation should serve as a general guide.

### TOTAL VISITATION MARKET

M56 assumed a total visitation market of **12,909,292** in 2018:

Tourism Market Forecast				Resident Market Forecast			
Year	Total	Leisure	Business	Year	Total	Primary	Secondary
2011	8,750,000	6,483,750	2,266,250	2011	1,536,809	357,367	1,179,442
2012	10,000,000	7,410,000	2,590,000	2012	1,552,177	360,941	1,191,236
2013	10,200,000	7,558,200	2,641,800	2013	1,567,699	364,550	1,203,148
2014	10,404,000	7,709,364	2,694,636	2014	1,583,376	368,196	1,215,180
2015	10,612,080	7,863,551	2,748,529	2015	1,599,210	371,878	1,227,332
2016	10,824,322	8,020,822	2,803,499	2016	1,615,202	375,597	1,239,605
2017	11,040,808	8,181,239	2,859,569	2017	1,631,354	379,353	1,252,001
2018	11,261,624	8,344,864	2,916,761	2018	1,647,667	383,146	1,264,521
2019	11,486,857	8,511,761	2,975,096	2019	1,664,144	386,978	1,277,166
2020	11,716,594	8,681,996	3,034,598	2020	1,680,785	390,848	1,289,938
2021	11,950,926	8,855,636	3,095,290	2021	1,697,593	394,756	1,302,837
2022	12,189,944	9,032,749	3,157,196	2022	1,714,569	398,704	1,315,866
2023	12,433,743	9,213,404	3,220,339	2023	1,731,715	402,691	1,329,024
2024	12,682,418	9,397,672	3,284,746	2024	1,749,032	406,717	1,342,315
2025	12,936,066	9,585,625	3,350,441	2025	1,766,522	410,785	1,355,738
2026	13,194,788	9,777,338	3,417,450	2026	1,784,188	414,893	1,369,295
2027	13,458,683	9,972,884	3,485,799	2027	1,802,030	419,041	1,382,988
2028	13,727,857	10,172,342	3,555,515	2028	1,820,050	423,232	1,396,818
2029	14,002,414	10,375,789	3,626,625	2029	1,838,250	427,464	1,410,786
2030	14,282,462	10,583,305	3,699,158	2030	1,856,633	431,739	1,424,894

MSA includes the following parishes: Plaquemines, Jefferson, St. Bernard, St. Charles, St. John the Baptist, and St. Tammany

Source: US Census 2010 and Greater New Orleans Community Data Center; Growth projected at 1% per year



### PENETRATION RATE

M56 looked at market penetration rates of 10 observation decks around the globe and found an average rate of 5.25%. We also looked at rates of 6 other New Orleans attractions and found an average rate of 5.58%.

To be conservative, M56 created a dynamic model for the New Orleans World Trade Center that uses a low penetration rate of 4%, a medium rate of 5% and a high rate of 6%. For purposes of the assumptions to follow, we will use a medium rate and assume 645,465 annual attendance in Year 1 (2018).

Source: US Census 2010 and Greater New Orleans Community Data Center; Growth projected at 1% per year

### REVENUE ASSUMPTIONS

M56 looked at other attractions in New Orleans and determined an average ticket price of \$17.35, which accounts for Adult, Child, Senior and VIP ticket pricing. We also applied a global discount for group ticketing.

By conducting analysis of the observation deck's 5 major revenue streams—Admission, Retail, Photo, Food and Beverage, and Events—M56 projected a total gross revenue of over \$18 million in Year 1. Note that this does not include any additional 'thrill feature' revenue stream.

## 4. FINANCIAL FEASIBILITY OF PROJECT

### EXPENSE ASSUMPTIONS

Based on our experience, M56 assumed total expenses to be over **\$11 million** in Year 1. This includes:

<b>Total Cost of Goods Sold</b>	<b>\$2,599,229</b>
<b>Operating Expenses:</b>	
• Payroll	
• Other G&A	
• Marketing	
• Insurance	
• Land lease	
• Maintenance	
• Utilities/Energy costs	
• Other	
• Operating Contingency	
<b>Total Operating Expenses</b>	<b>\$7,506,477</b>
<b>Reinvestment and Replacement Reserve</b>	<b>\$936,153</b>
<b>Total Expenses</b>	<b>\$11,041,858</b>

Note: This does not include to be determined land payments or taxes..

### NET OPERATING INCOME

Based on the assumptions herein, M56 projects an NOI of **\$7.68 million**:

<b>Net Operating Income</b>	
Total Revenue	\$18,723,053
Total Expenses	\$11,041,858
<b>NOI</b>	<b>\$7,681,195</b>

## 4. FINANCIAL FEASIBILITY OF PROJECT

### b. Pro Forma Development Budget and Operating Projections

A: Development Budget										
										(in millions)
1.0	Phase 1: WTC Demolition									
1.1	Demolition									
									Phase 1 Total	8
2.0	Phase 2: Site Prep									
2.1	Ferry Terminal							6		
	2.1.1	Partial demolition and removal of elevated rail corridor overpass								
	2.1.2	Renovation and conversion of historic WPA-era structure to pedestrian-only ferry facility								
	2.1.3	Upgrade of maritime hardware associated with ferry docking								
2.2	Canal Street Rotary							4		
	2.2.1	Redesign of roadway systems for more integrated design presentation								
	2.2.2	Upgraded traffic signalization to allow multiple modes and crossing patterns								
2.3	Entergy Substation								(To be further negotiated with Entergy)	
	2.3.1	Consolidation of technical equipment to provide an opportunity to "clip the corner portion of the Canal Street substation compound								
	2.3.2	Redesign and beautification of substation enclosure								
2.4	District Master Plan, Site Infrastructure							5		
	2.4.1	Traffic analysis and plan to unify Poydras and Canal intersections								
	2.4.2	Consolidated design for street right of ways and pedestrian amenities within project zone (coordinate with Public Belt Railroad for right of way upgrades, coordinate with levee board and the Corps on impacts to floodwall and flood protection systems)								
	2.4.3	Coordinate with Entergy on high transmission lines going through the site								
	2.4.4	General coordination with site utility providers (electrical, gas, water, data, telecommunications, etc.)								
									Phase 2 Total	17
3.0	Phase 3: Tricentennial Iconic Attraction									
	3.1	Spanish Plaza fountain /Wharf Improvements / Tricentennial Attraction								20
	3.4	Tower superstructure								30
	3.5	Contribution towards the Development of Major Attraction/Environmental Education Facility as Demand Generator e.g. America’s Wetlands: Gateway to New Orleans.								30
	3.5.1	Arrival plaza, FB, ticketing, general lobby								
	3.5.2	Pre-show experience								
	3.5.3	Headliner show/4D ride: “Life at the Bottom of the River”								
	3.5.4	Education gallery and exhibits hall								
	3.5.5	Narrated vertical observation ride up								
	3.5.6	"Pelican’s Nest" observation deck including F&B, other offerings								
	3.5.7	Ride "Experience" through Tower (by Operator								
	3.5.8	Retail gift shop								
	3.5.9	Exit lobby, including F&B								
	3.6	Creation of Base Box ("shell") for Signature Observation Deck Experience (Operator to finish out)								5
	3.6.1	Ground level ticketing lobby, including F&B								
	3.6.2	Ground level queuing and pre-show								
	3.6.3	Special events hall (river view room)								
	3.6.4	Express elevators								
	3.6.5	Observation deck level (indoor), including F&B								
	3.6.6	Observation terrace (outdoor)								
	3.7	Special events space at top of base of tower (shell)								5
									Phase 3 Total	85
									Construction Cost Total	110
									Soft Cost Total	55
									Total Project Development Cost	165



## 4. FINANCIAL FEASIBILITY OF PROJECT

### b. Pro Forma Development Budget and Operating Projections

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#### Operating Projections

While still a work in progress, we believe the operations, and consequently the financing feasibility, will be strongly supported by the EBITDA potential from operations at all levels of the Tricentennial Tower and Square. Substantial operational EBITDA would be driven from several sources. The “top of tower” attraction should be very powerful economically. In connection therewith, we have reached out to one of the premiere operators of such attractions, in order to preliminary assess the potential market, as well as scope of Net Operating Income from such a proposed facility. Attached herewith in Section 4a is an overview analysis of this potential. For reasons stated therein we believe there is great added potential in our tourism numbers if the critical elements of the Hospitality Master Plan are executed.

In addition, there will be significant added revenue and EBITDA potential from the operations at the “base portion” of the Tower, eg. from F&B, special events, etc. Based on comparable facilities and operations throughout the prime tourism locations in New Orleans, we would estimate the EBITDA potential of such other operations to be in the range of \$2.2 million.

#### Public Offerings

While the final programmatic content of Tricentennial Square and Tower is still a work in progress, it will undoubtedly contain a strong emphasis on the elements of the environment and biodiversity of its locale. Specifically, under the guidance of the Audubon Nature Institute, the vision could include, among other things, the story of the Wetlands, the geological Foundations of our great Mississippi river and waterways, and various elements of the fragile biodiversity featured in our region. It is the Industry’s strong belief that funding for certain elements of these presentations would be available in the private, corporate, not for profit, and governmental sectors. Audubon Nature Institute has an unparalleled record of identifying and working to obtain such resources.

In summary, though the various components will be ultimately formulated in close conjunction with the City and the Hospitality Industry, the operating surplus EBITDA from operations with the Tricentennial Square attraction (not including the operations of the educational / wetlands attractions that might be executed by the Audubon Nature Institute would be in the range of \$10,000,000.

## 4. FINANCIAL FEASIBILITY OF PROJECT

### c. Proposed Financing & Financing Sources and Uses

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While a final financing structure would require more detailed work on the plans and offerings, a preliminary list of sources could include the following:

- |    |   |        |
|----|---|--------|
| 1. | Phase IV Convention Center Capital Budget – (dedicated to public site improvements; public enhancements, e.g. Woldenberg–Spanish Plaza connection; foot of Canal traffic improvements; Entergy sub-station improvements; landscape; demolition of existing building; improvement of existing site into “park like” condition) | \$25mm |
| 2. | Private capital – public site improvements  | \$10mm |
| 3. | Tricentennial Square/Tower – traditional private and/or non-profit sponsored Bonds/ Debt, and/or Equity, supported by projected EBITDA of the project in the range of   | \$60mm |
| 4. | Various investments / contributions by users (tenants/operators) of facilities at top and base  | \$10mm |
| 5. | Major Sponsor(s) of Programmatic Content/attraction to be development by Audubon Nature Institute (also, other potential sources, e.g. private, philanthropic, Corporate sponsors, Federal government, and other – in conjunction with creating a world class public offering at Tricentennial Square)                        | \$60mm |





## 4. FINANCIAL FEASIBILITY OF PROJECT

### d. Detail of all Direct & Indirect Economic Benefits to NOBC and the City

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#### Direct

1. Provision in the capital budget plan of our Convention Center partner of **\$25 million** provided to the City to be used in conjunction with public site improvements such as demolition, site improvements, and enhanced public site amenities, including improvements at the Ferry landing, Entergy Substation, and foot of Canal St. traffic improvements and beautification.
2. Annual lease payments to the City of New Orleans of \$1.5 million in conjunction with the operations of Tricentennial Tower.
3. Millions of Dollars of direct sales tax and other direct revenue to the operating budget of the City of New Orleans, derived from the operations of Tricentennial Square / Tower.
4. A comprehensive \$165 million development of the site.
5. The “lead off” portion of the long awaited development of the completely re-imagined Phase IV of the Convention Center, which will result in a total public and private investment of **\$1 billion**.
6. Enhancement and rapid growth of the 75,000 jobs in the employment work force. Per the research of Dr. John Williams, Dean of the University of New Orleans School of Business, the addition of 1 million visitors equals nearly 15,000 new jobs in our local economy.
7. A dramatic site and set of attractions that will draw millions of visitors a year, including many new visitors who are purpose driven to this iconic attraction.
8. The enduring iconic signature of the Tricentennial and the Legacy like other great cities of the world.
9. Fulfillment of the Hospitality Master Plan.

#### Indirect

1. Civic pride.
2. Elevation of the City to International Standing.
3. A once in a lifetime opportunity to showcase the City throughout its tricentennial year.
4. Tens of millions of direct tax dollars generated to the City of New Orleans by virtue of increased tourism as a result of the creation of major demand generators – e.g. the World Trade Center site and Phase IV of the Convention Center.

#### Leveraging of Assets/Economic Benefits

The proposed capital investment for the transformation of Convention Center Boulevard, redevelopment and transformation of the World Trade Center and Spanish Plaza consistent with the history and culture of New Orleans, major enhancements to the upriver end of the Convention Center, and the development of the adjacent 60-acre upriver site will be augmented by private investments thereby stimulating the New Orleans economy through both capital construction and ongoing economic activity associated with the enhancements to the area's public and private infrastructure.

Dr. Jim Richardson, along with Dr. Jared Llorens and Dr. Roy Heidelberg, all on the faculty at Louisiana State University, have been retained to provide information on the development of the Riverfront area and the economic estimates related to the following events:

- a. Development of the Riverfront area in concert with the history and culture of New Orleans; in conjunction with the projected role of the Convention Center in attracting major events to New Orleans; in redeveloping and transforming the WTC and Spanish Plaza in conformance with the culture of New Orleans; in developing 60 open acres near the upriver site near the Convention Center; and, in promoting further

## 4. FINANCIAL FEASIBILITY OF PROJECT

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development of New Orleans throughout the downtown area due to an enhanced Riverfront area.

- b. Engagement of community and commercial stakeholders through outreach and interviews given the significance of the transformation of the Riverfront area and its importance to the City of New Orleans and its long-term influence on the city's culture and development
- c. Public investment to redevelop and transform the Riverfront area in line with the community's engagement and vision and additional private investment along the riverfront core area—combined, these investments may exceed one billion dollars when connected to the transformation of Convention Center Boulevard, the WTC, Spanish Plaza, and continued development of the upriver end of the Convention Center
- d. Public investment will be completed within a relatively short period of time and with a positive impact on employment, personal earnings and state and local tax collections during the investment phase; private investment will be ongoing for a longer period of time as private activities react to the economic opportunities related to the enhanced public infrastructure
- e. Accelerated growth in new visitation with a goal consistent with the Hospitality Master Plan Goal of 13.7 million visitors annually by the Tricentennial year, with these visitors being associated with the transformation of Convention Center Boulevard, the WTC, Spanish Plaza, and the overall Convention Center
- f. Additional private investments, plus the net new spending of additional visitors to the City, will create the overall economic impact along with the net new jobs, enhanced personal earnings, and the resulting increase in state and local tax collections.
- g. Additional local tax revenues will be distributed across the various local political subdivisions along with possible public service demands given the increase in construction activity and the augmented tourist traffic—part of having a successful city is to have public services run smoothly for those visiting the city.
- h. Positive economic spill-over effects into the other major economic districts of New Orleans, including the Theater District and the Sports District where additional visitors can add to the market for these districts
- i. Enhancement of the city's quality of life will promote the city as a place for new firms, especially given the ongoing development of the BioDistrict.

Overall, increased economic activity will be the outcome of the transformation of Convention Center Boulevard, the redevelopment and transformation of WTC and Spanish Plaza, and the redevelopment of the upriver Convention Center area in line with the history and culture of New Orleans. These initial investments must focus on the market—that is, what are visitors to New Orleans seeking either in terms of convention opportunities, scheduling of major events, or family visits.

Public investment must also focus on and be consistent with New Orleans culture and history. Public investments should evolve from a political-economic process that blends the vision of the community with the economic vitality associated with the transformative investments.

### Preliminary Economic Impact Analysis

The economic impact associated with these investments and improvements in the Convention Center/WTC/Spanish Plaza/Riverfront region can be summarized as follows: (1) economic spinoffs associated with public investment; (2) economic impact of additional private investments; (3) economic ripples associated with ongoing activities generated by the new investment; and, (4) the economic dynamics of creating a more desirable market for all industries in the New Orleans area.

This investment will take place in an area that has almost one-half of all employment in Orleans Parish but

## 4. FINANCIAL FEASIBILITY OF PROJECT

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which only has about a small fraction of the night-time population not including the visitors' market. A \$185 million public investment over a two-year time period will create just over 1,600 jobs per year with annual personal earnings of almost \$61 million with resulting annual local tax collections approaching \$4 million.

This public investment, when done correctly and in tune with the needs of the community, will motivate and promote a series of private investments over a longer period of time. This may vary from hotels to retail establishments to commercial space to condos/town houses. For every \$100 million of private investment in New Orleans will lead to almost 1,750 jobs per year with personal income of approximately \$65 million and resulting local tax collections of approximately \$5,000,000.

This additional private investment will be related to the transformative changes in the Convention Center plus the enhancements in the WTC/Spanish Plaza/Riverfront region. The long-term influence of the public and private investment will be the ongoing activities that will be generated or inspired by these investments. These ongoing activities will vary from an increase in the number of visitors coming to New Orleans (enhancing the tourist industry in New Orleans) to new businesses that might be forthcoming to enhanced competitiveness of the overall New Orleans economy as a place to do business.

The capital investment is an essential part of the building plan and it spurs the economy during the construction process, but it is merely a first step to truly transform Louisiana. The ongoing activities become the major and permanent contributors to the economic well-being of the city. For every \$100 million of net new ongoing activities there will be another 2,220 jobs in the downtown neighborhoods with additional payroll of almost \$115 million and the net new local tax collections of almost \$7.5 million annually.

The end result is that the upfront investment must lead to ongoing economic activities that will benefit the City of New Orleans for many years to come. This is the truly transformative power of the improvements of the downtown area including the WTC, the Spanish Plaza, the Convention Center area, and surrounding regions of the riverfront.

### e. Detail of Any and All Special Conditions

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#### Special Conditions Being Offered

- A transformative project for the City, its image, a centerpiece of the celebration of the Tricentennial and realization of critical elements of the Hospitality Master Plan.
- Addition of many millions of dollars of direct tax revenue to the City Operating Budget.
- Reality of TURBOCHARGING the Riverfront as a great demand generator, as called for in the BCG Report.
- \$25 million of direct funding, to be deployed pursuant to a mutually acceptable CEA.
- Refer to timeline – we are at a moment/window of time to act now.
- Complete project delivery in 2017.
- Power of an iconic place/iconic structure (e.g. St. Louis Arch, Millennium Park Chicago) to enhance the image of the City nationally and internationally.
- Power of Tricentennial, coupled with Super Bowl 2018 as a model for the city to enter the international stage through World Class events.

#### Special Conditions Being Asked of the City

- Working hand in hand with the city will be essential to the successful delivery of this project. It will be necessary to request expedited approvals of all the elements of this proposal. Our team understands the City's sense of urgency, and we are ready to act upon selection for this great project. Please refer to our timeline for an overview of our action plan.





PROPOSAL DEVELOPMENT

QUALIFICATIONS & PERFORMANCE HISTORY

FINANCIAL CAPACITY OF RESPONDENT

FINANCIAL FEASIBILITY OF PROJECT

OTHER REQUIREMENTS





## 5. OTHER REQUIREMENTS

### a. Deposit

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Please find attached a cashier's check made payable to "New Orleans Building Corporation" for the amount of fifty thousand dollars and no cents (\$50,000.00).

.....

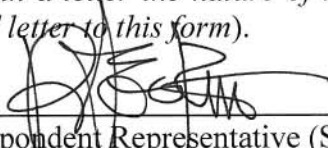
**CONFLICT OF INTEREST DISCLOSURE AFFIDAVIT**

STATE OF LOUISIANA

PARISH OF Orleans

Before me, the undersigned authority, came and appeared R. Allen Eskew  
\_\_\_\_\_, who, being first duly sworn, deposed and said that:

1. He/She is the Architect and authorized representative of The Tricentennial Consortium  
\_\_\_\_\_, hereafter called "Respondent."
2. The Respondent submits the attached proposal in response to City of New Orleans Proposal  
# 4051- 01414.
3. The Respondent hereby confirms that a conflict(s) of interest exists/does not exist/may exist  
in connection with this solicitation which might impair Respondent's ability to perform if  
awarded the contract, including any familial or business relationships that the Respondent, the  
proposed subcontractors, and their principals have with city officials or employees. *(If a  
conflict(s) of interest exists and/or may exist, describe in a letter the nature of the conflict, the  
parties involved and why there is a conflict. Attach said letter to this form).*

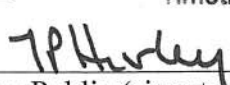
  
\_\_\_\_\_  
Respondent Representative (Signature)

R. Allen Eskew  
\_\_\_\_\_  
(Print or type name)

365 Canal St., Ste 3150 | New Orleans LA 70130  
\_\_\_\_\_  
(Address)

Sworn to and subscribed before me, Timothy P Hurley, Notary Public, this 17 day of Apr.,

2013. Timothy P. Hurley, Notary No. 3271

  
\_\_\_\_\_  
Notary Public (signature)  
Notary ID#/Bar Roll #







## **OFFICE OF SUPPLIER DIVERSITY**

### **EQUAL BUSINESS OPPORTUNITY PROGRAMS**

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#### **DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION PLAN**

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#### **PURPOSE**

Respondents to City of New Orleans RFPs and RFQs must agree that certified Disadvantaged Business Enterprises (DBEs) will have the maximum practicable opportunity to participate on City contracts. To that end, respondents are required to provide a comprehensive DBE Participation Plan documenting the roles of the DBE firms in the respondent's proposal.

# OFFICE OF SUPPLIER DIVERSITY

## EQUAL BUSINESS OPPORTUNITY PROGRAMS

### LOCALLY-OWNED AND DISADVANTAGED BUSINESS ENTERPRISE PARTICIPATION PLAN

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#### Overview

The City awards millions of dollars annually to vendors and contractors ('respondents'). Those respondents, in responding to a City of New Orleans RFP or RFQ, must agree in the contract that certified Disadvantaged Business Enterprises (DBEs) have the maximum practicable opportunity to participate in the contract consistent with its efficient performance.

To ensure DBE businesses have the maximum practicable opportunity to participate in City contracts and to ensure compliance with City of New Orleans Ordinance 70.432.1, which establishes an overall goal of 35% for utilization of socially and economically disadvantaged businesses for all public spending or private projects that utilize public funding and/or incentives, the Office of Supplier Diversity (OSD) requires all RFP and RFQ respondents on contracts over \$15,000 to submit a **DBE Participation Plan**.

All respondents must submit, before an award is made, an acceptable *DBE Participation Plan* setting percentage and dollar goals for the award of subcontracts to certified DBE businesses. The OSD reviews all participation plans submitted by respondents to ensure respondents provide the maximum practicable opportunity for DBE firms to participate in a contract and to review a respondent's evidence of good faith efforts to comply with the requirements of Ordinance 70.432.1.

The OSD also reviews *DBE Participation Plans* to recommend qualified DBE firms to assist respondents in their DBE contracting goal attainment. DBE contracting goal attainment is monitored by the OSD on reports submitted to the Mayor monthly.

#### Instructions for Completing the DBE Participation Plan

A *DBE Participation Plan* is required by all RFP and RFQ respondents. Changes to this document are not accepted. Any changes to this *DBE Participation Plan* will deem this document as non-responsive and sufficient grounds for rejection.

1. All respondents must complete Sections I, II, III & IV.
2. If the participation plan under Section II does not meet the DBE participation goal established specifically in the RFP or RFQ, you must also complete Section V and provide the required documentation of *Good Faith Efforts*.

**Section I. Respondent**

Company	Tricentennial Consortium
Contact	L. Ronald Forman
Address	6500 Magazine Street New Orleans, LA 70118
Telephone/Fax	504-861-5119 / 504-861-5119
E-Mail	rforman@auduboninstitute.org

RFP/RFQ- Solicitation Number	4051-01414
Title of the Project and Location	Redevelopment of World Trade Center Site

**DBE PARTICIPATION PLAN SUBMITTED BY:**Signature:   Date: 04/17/2013

Printed Name: R. Allen Eskew, FAIA | Wm. Raymond Manning, FAIA, NOMA, LEED AP BD+C

Title: Project Representatives

The following employee will be the **Administrator** of this DBE Participation Plan:

Name: Wm. Raymond Manning, FAIA Title: Founder &amp; Managing Principal

Address: 650 Poydras Street, Suite 1250  
New Orleans, LA 70130

Telephone: 504-412-2000 E-Mail: wmanning@manningarchitects.com

## Section II. DBE Participation Plan

The following, together with any attachments, is submitted as a **DBE Participation Plan** to satisfy the requirements of City of New Orleans Ordinance 70.432.1.

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The following goals are established for the term of the proposed contract. Percentages may be rounded to nearest tenth of a percent.

1. a. Total Contract Value \$ 165,000,000 (including options) (Estimate if necessary)
- b. Total Subcontracted \$ 66,000,000 40 % of 1.a.  
(Inclusive of all planned subcontracting to all businesses, regardless of size)

2. The following dollars and percentage goals are applicable to the contract cited above.

- a. Certified SLDBE \$ 24,750,000 15 % of 1.b.

Total planned subcontracting dollars under this contract will go to subcontractors who are certified as a State & Local Disadvantaged Business Enterprise (SLDBE) through the City of New Orleans, Sewerage & Water Board of New Orleans, Harrah's Jazz Casino or the New Orleans Aviation Board. You can find the most recent list of certified SLDBE firms at [www.nola.gov/Businesses/Office-of-Supplier-Diversity](http://www.nola.gov/Businesses/Office-of-Supplier-Diversity). You may also contact the Office of Supplier Diversity via e-mail at [SupplierDiversity@nola.gov](mailto:SupplierDiversity@nola.gov) to request a copy of the list.

- b. Certified LAUCP DBE \$ 33,000,000 20 % of 1.b.

Total planned subcontracting dollars under this contract will go to subcontractors who are certified as a DBE through the Louisiana Department of Transportation's Unified Certification Program. You can search for certified LAUCP DBE firms at [www.dotd.la.gov/lettings/subsdebed/dbhq20110126.asp](http://www.dotd.la.gov/lettings/subsdebed/dbhq20110126.asp).

- c. Local \$ 66,000,000 100 % of 1.b.

Total planned subcontracting dollars under this contract will go to subcontractors who are local business concerns. A local business concern is an Orleans Parish business.

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### Section III. Subcontractor's Scope of Work

Provide the name of the firm, the type of firm (2a. through 2d. in Section II) and the services, products and/or scope of work commitments by the firm(s).

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Name of Firm: Tricentennial Consortium Proposed DBE Participation (%): tbd  
Firm Contact: R. Allen Eskew, FAIA  
Address: 365 Canal St., Ste 3150 City/State/Zip: New Orleans LA 70130  
Telephone: 504.561.8686 E-Mail: aeskew@eskewdumezripple.com  
SUBCONTRACTOR TYPE: ☐ 2A; ☐ 2B; ☒ 2C;

*SCOPE OF WORK: Describe below or attach the work to be performed by the DBE firm*

Development Services

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Name of Firm: Manning Architects Proposed DBE Participation (%): tbd  
Firm Contact: Wm. Raymond Manning, FAIA  
Address: 650 Poydras Street, Suite 1250 City/State/Zip: New Orleans, LA 70130  
Telephone: 504-412-2000 E-Mail: wmanning@manningarchitects.com  
SUBCONTRACTOR TYPE: ☒ 2A; ☒ 2B; ☒ 2C;

*SCOPE OF WORK: Describe below or attach the work to be performed by the DBE firm*

Architecture, Interior Design, Urban Design and Planning Services

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Name of Firm: Eskew+Dumez+Ripple Proposed DBE Participation (%): tbd  
Firm Contact: Allen Eskew, FAIA  
Address: 365 Canal Street, Suite 3150 City/State/Zip: New Orleans, LA 70130  
Telephone: 504-561-8686 E-Mail: aeskew@eskewdumezripple.com  
SUBCONTRACTOR TYPE: ☐ 2A; ☐ 2B; ☒ 2C;

*SCOPE OF WORK: Describe below or attach the work to be performed by the DBE firm*

Architecture, Interior Design, Urban Design and Planning Services

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Name of Firm: \_\_\_\_\_ Proposed DBE Participation (%): \_\_\_\_\_  
Firm Contact: \_\_\_\_\_  
Address: \_\_\_\_\_ City/State/Zip: \_\_\_\_\_  
Telephone: \_\_\_\_\_ E-Mail: \_\_\_\_\_  
SUBCONTRACTOR TYPE: ☐ 2A; ☐ 2B; ☐ 2C;

*SCOPE OF WORK: Describe below or attach the work to be performed by the DBE firm*

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ATTACH ADDITIONAL PAGES IF 5 ADDITIONAL SPACE IS REQUIRED

#### Part IV. DBE Participation Plan Method

a. The following method was used to develop the DBE Participation Plan. Please explain:

1. How the products and services to be subcontracted were established;
2. How the areas to be subcontracted were determined; and
3. How their capabilities were determined.

See below

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b. If indirect or overhead costs have been included in the subcontracting goals specified in Sections II, explain the method used in determining the proportionate share of indirect and overhead costs to be allocated to subcontractors:

The indirect and/or overhead costs have been included in the subcontracting goals specified in Section II.

The percentages represented are in direct Proportion

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1. How the products and services to be subcontracted were established.

The products and services to be subcontracted were established by identifying the Request for Proposal requirements, identifying potential candidates for inclusion into the RFP response, and review and coordination with the candidates experience and capabilities as it pertains to the services requested.

2. How the areas to be subcontracted were determined; and

The areas to be subcontracted were determined by the services required, and the expertise of the subcontractors. Each candidate will be evaluated on the following: companies in good standing, project type as it applies to this work, capacity to perform the work, adherence to schedule, working with budget constraints, and participation in SLDBE And LAUCP Programs.

3. How their capabilities were determined.

The subcontractor's capabilities were determined by initial interviews, determination of internal leadership and project team, review of current work load and abilities to perform the services needed as they apply to the specific work of this RFP

## Section V. Evidence of Good Faith Efforts

The Office of Supplier Diversity shall be responsible for determining whether the respondent has demonstrated **Good Faith Efforts** to achieve the DBE goal for a RFP or RFQ. If the DBE Participation Plan under Section II does not meet the DBE participation goal established in the RFP or RFQ, you must complete this section and provide documented evidence of the following.

<b>EVIDENCE OF GOOD FAITH EFFORTS</b>
<b>PRE-BID MEETING(S):</b> The respondent attended all pre-bid meetings scheduled by the City to inform DBEs of contracting and subcontracting opportunities.
<b>SLDBE/DBE LIST(S):</b> The respondent utilized the City of New Orleans' list of certified SLDBE firms and/or the Louisiana Department of Transportation's list of certified LAUCP DBE firms to identify potential DBE firms.
<b>SMALL CONTRACT(S):</b> The respondent selected specific portions of the work to be performed by DBE firms in order to maximum practicable opportunity for those firms to participate in the contract consistent with its efficient performance.
<b>FOLLOW-UP:</b> The respondent followed-up initial indications of interest by DBE firms by contacting those firms to determine with certainty if they remained interested in submitting a price and participating on the contract.
<b>ADVERTISEMENT (includes internet):</b> The respondent advertised in local general circulation and/or trade association publications concerning subcontracting opportunities, and allowed DBE firms reasonable time (at least 7 days) to respond.
<b>GOOD FAITH NEGOTIATIONS:</b> The respondent negotiated in good faith with interested DBE firms and did not reject those firms as unqualified without sound business reasons based on a thorough investigation of their capabilities.
<b>INFORMATION:</b> The respondent provided interested DBE firms with adequate information about the plans, specifications and requirements of the subcontract.
<b>WRITTEN NOTICE(S):</b> The respondent took the necessary steps to provide written notice in a manner reasonably calculated to inform DBE firms of subcontracting opportunities and allowed sufficient time for them to participate effectively.
<b>COMMUNITY RESOURCES:</b> The respondent used the services of available community organizations and trade associations that provided assistance in the recruitment and placement of DBE firms.
<b>CONTRACT RECORDS:</b> The respondent has maintained the following records for each DBE that has submitted pricing on the subcontracting opportunity: <ol style="list-style-type: none"><li>1. Name, address, and telephone number;</li><li>2. A description of information provided by the bidder/offerer or subcontractor; and</li><li>3. Statement of whether an agreement was reached, and if not, why not, including any reasons for concluding that the DBE was unqualified to perform the job.</li></ol>

Attach documentation supporting each item above at the end of this plan.

**Role of the Participation Plan Administrator**

The DBE Participation Plan Administrator ('administrator') should have knowledge of the City of New Orleans DBE goals for procurements as well as a general knowledge of City procurement processes and procedures and reporting requirements. If the respondent decides to change the person in this position, the respondent must notify the Office of Supplier Diversity immediately.

The administrator is responsible for the development, preparation and execution of this DBE Participation Plan and for monitoring performance relative to contractual subcontracting requirements contained in this plan, including, but not limited to:

- a. Developing and maintaining bidder's lists from all possible sources;
- b. Ensuring that procurement packages are structured to permit certified DBEs an opportunity to participate to the maximum extent possible;
- c. Assuring inclusion of the certified DBE community in all solicitations for products or services, which they are capable of providing;
- d. Reviewing solicitations to remove statements, clauses, etc., which may tend to restrict or prohibit certified DBE participation;
- e. Ensuring periodic rotation of potential subcontractors on bidders lists;
- f. Ensuring the maintenance of records of solicitations and subcontract award activity;
- g. Attending or arranging for attendance of company representatives at Business Opportunity Workshops, Seminars, Trade Fairs, etc.;
- h. Monitoring attainment of proposed goals and submitting required periodic DBE participation and subcontracting reports; and
- i. Coordinating contractor's activities during the conducting of compliance reviews by the Office of Supplier Diversity.

**Office of Supplier Diversity Contacts**

All questions concerning this document or DBE compliance should be addressed to:

City of New Orleans  
**Office of Supplier Diversity**  
1340 Poydras, Suite 1000  
New Orleans, LA 70112

E-Mail: [SupplierDiversity@nola.gov](mailto:SupplierDiversity@nola.gov)

Phone: 504.658.4200





